



MAKERERE UNIVERSITY

COLLEGE OF
BUSINESS AND
MANAGEMENT
SCIENCES

CoBAMS




SCHOOL OF ECONOMICS



2023
**annual
report**

OFFICE OF THE PRINCIPAL



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CONTENT

This report represents
a collaborative effort
in which all schools,
departments, research
centres and projects
provided content.
We are grateful to all
units, individuals who
contributed to this work.
2023

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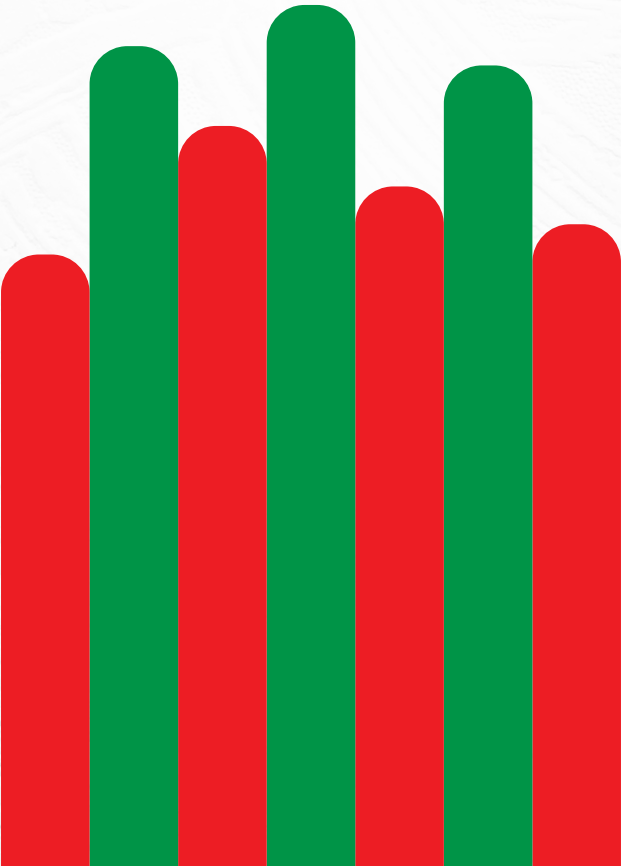


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Principal's forward,

The overall objective of our operations and strategy is to position the College as a relevant and sustainable institution of international standing with high caliber staff, an active presence in public policy research and formulation, and contribution to the community. This report highlights the main activities that have taken place over the year 2023 in fulfillment of the College's objective.



Strategic initiatives

The College continued to pursue plans to expand and remodel its infrastructure facilities. The Feasibility Study for the proposed infrastructure expansion and remodeling project got approval of the Development Committee of the Government of Uganda in March 2023. A budget code for the project was assigned to the project shortly afterwards. Engagements are underway to secure funding for the project starting the 2024/2025 financial year.

The College also continued to strengthen its Endowment Fund. Fifty million shillings was added to the Fund over the course of the year and an exercise to reconcile the amount of money held on the Main Endowment Fund of the University was embarked on. We still await an opportunity for the formal launch of the Fund to pave the way for a more structured capital campaign.



Teaching and learning

The College took steps to strengthen its quality assurance framework. The College established a Quality Assurance Committee to oversee the quality of its operations across the Board. It also embarked in automation of workflow processes in the administrative and support functions. The College also continued to support student led discussion groups and engaged Graduate Fellows at each of its Departments.

Three thousand new students took up programs at the College in the course of the year while the College presented one thousand six hundred sixty eight candidates for graduation.

The CoBAMS Library continued to subscribe to The Economist & Harvard Business Review magazines – both the print & electronic versions. The Library also acquired 366 Titles and 395 copies of textbooks purchased and delivered from the Book Bank; and 26 titles & 41 copies of textbooks purchased by the College.



Brand visibility

The quality of programmes and staff are ranked highly. Students on the Master of Arts Degree in Economics emerged the best performing of the seven premier universities on the continent at

the Joint Facility for Electives (JFE). This program is run on a collaborative arrangement where students take core courses at their universities for one academic year after which the elective courses are taught jointly. Staff from the College served as visiting lecturers and external examiners at other institutions. Staff from the college produced over 200 new publications and facilitated at various panel discussions and policy dialogues.



Collaborations, partnerships and grants

The College concluded a Memorandum of understanding with the Human Resource Management Association of Uganda (HRMAU), which aims to train prospective HR practitioners on professional conduct to bridge the gap between theory and practice.

The School of Economics collaborated with the University of Oxford to host the 2023 workshop on Economic Development in Africa. The four-day workshop brought together scholars across Africa, Europe, and North America. Thirty-one frontier papers on Economic Development in Africa were presented cutting across, Trade, Health, Natural Resources and Environment, Political Economy, Poverty, Productivity, Fiscal & Monetary Policy, and Agriculture among others. Staff and graduate students had parallel training sessions on Survey Design and Data Collection for Gender Analysis (Lead by Cheryl Doss, Tufts University), Introduction to Structural Transformation

and Growth (Lead by Douglas Gollin, University of Oxford and Tufts University, and Joe Kaboski, University of Notre Dame), and Randomised Control Trials (Lead by Clare Hofmeyr, J-PAL Africa). Faculty from the University of Tufts and the University of Notre Dame are exploring the possibility of teaming up with faculty at MakSOE to support Macroeconomics at the PhD level. This could extend to supervising PhD research within the space of structural transformation. The funding is likely to be from Structural Transformation and Economic Growth (STEG) of which the two persons I met are the principals behind STEG. The CSAE committed to partnering with MakSOE to offer demand-driven policy advice to GoU and to continue mentoring young faculty and graduate students who are keen to

Going forward, students graduating with the Bachelor of Commerce Accounting Option will get nine of the 13 courses required for full ACCA qualification.

climb the research radar.

The College also collaborated with the United Nations Development Program (UNDP) Uganda to undertake consultations for 2023 Human Development Report.

The College also got additional exemptions from ACCA Global for the Bachelor of Commerce students. Going forward, students graduating with the Bachelor of Commerce Accounting Option will get nine of the 13 courses required for full ACCA qualification.

The College hosted a breakfast meeting with a section of government agencies to deliberate on areas of mutual interest. This has resulted in MoUs with the Uganda Manufacturer's Association, the Uganda Revenue Authority and the Kampala Capital City Authority. These initiatives will create platforms through which the parties will among other things:

- pursue joint research, publishing research findings, write background policy papers, and promote outreach to the relevant state and non-state actors;
- collaborate on knowledge transfer & staff exchange programs to impart more practical skills on both parties;
- organize and participate in joint activities such as seminars, workshops and conferences aimed at imparting practical skills, knowledge transfer and re-tooling; and,
- collaborate on the review and development of the CoBAMS curriculum to reflect more practical/workplace content for students.

This was in addition to a number of outreach activities that were undertaken by various Centers housed at the College. The Entrepreneurship and Innovations Center for example equipped PDM beneficiaries in Makerere North and Katanga with a range of skills in the areas of bookkeeping, marketing, financial management, etc.

The Public Investment Management Center has over the course of the year trained over 120 public officials in various aspects of public investment management ranging from ideation and conceptualization to the more advanced economic and financial analysis of public investment projects. The Environment for Development Center undertook seven outreach activities in different parts of the country and organized three policy dialogues on climate change and the environment. The School of Statistics and Planning also cohosted an international conference on "Aging and Health of

Older Persons in Sub-Saharan Africa' in February 2023.

Researchers at the College won six new institutional research grants, and one staff member developed a new academic concept, which is currently under the process of patenting and copyrighting at the Uganda Registration Services Bureau. The College is also leading the process of the PDM Policy Labs and there are ongoing discussions with the Office of the Prime Minister to convert recommendations of the studies into policy actions.



Human resources capacity development and strengthening

Seventeen Colleagues were promoted to various ranks in the University service in the course of the year 2023. The College provided seven (05) in-house capacity development programs for the support and administrative staff and an orientation of newly appointed staff. Fifteen academic staff members are currently pursuing doctorate degrees. Seven staff members acquired PhD qualifications while ten were promoted to various ranks in the University Service. The College also received eight new staff in the course of the year.

Team building sessions were organized for the Schools of Economics and Business, but at which strategic direction of the schools was deliberated. The College leadership organized a retreat to deliberate on the strategic human resources and quality assurance issues as a basis for shaping the future of the College.



Financing

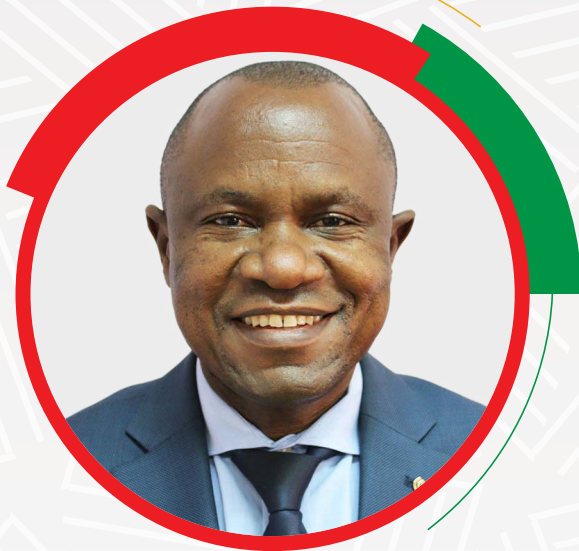
In as much as resources are insufficient and a number of facilities require improvement, all outstanding financial obligations were offset in a timely manner.

Conclusion

I want to thank all my colleagues at the College, and the Management and Council, and indeed all our stakeholders. These milestones have been only possible because of all of you. We look forward to maintaining an environment where we can continue to aim higher and do more together.

Eria Hisali PhD
Principal

C o l l e g e **MANAGEMENT**



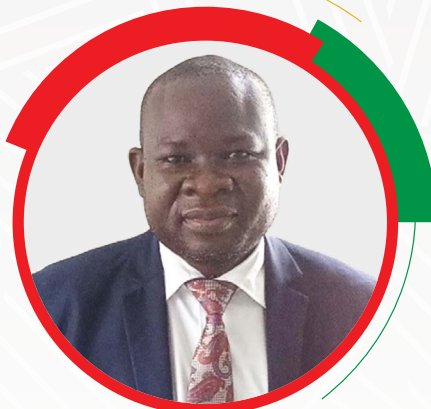
PRINCIPAL
ASSOC. PROF. ERIA HISALI



DEPUTY PRINCIPAL
ASSOC. PROF. BRUNO LULE
YAWE



DEAN, SOE
DR. IBRAHIM MIKE
OKUMU



DEAN, SOB
ASSOC. PROF. GODFREY
AKILENG



DEAN, SSP
DR. JAMES WOKADALA



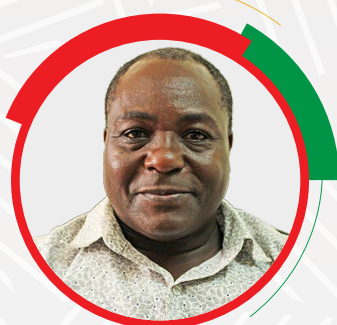
HEAD OF DEPT ACCOUNTING
AND FINANCE
DR. ERIC NZIBONERA



HEAD OF DEPT. MARKETING &
MANAGEMENT
ASSOC. PROF. PETER TURYAKIRA



HEAD OF DEPT ECONOMIC THEORY
& ANALYSIS
DR. JOWERIYA TEERA MAYANJA



HEAD OF DEPT POLICY &
DEVELOPMENT ECONOMICS
DR. THOMAS MWEBAZE



HOD PLANNING & APPLIED
STATISTICS
DR. JOHN BOSCO ASIMWE



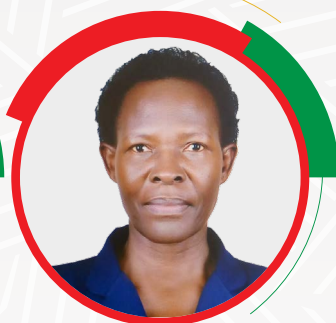
HOD STATISTICAL METHODS &
ACTUARIAL SCIENCE
DR. SAINT KIZITO OMALA



HEAD OF DEPT.
POPULATION STUDIES
DR. PATRICIA NDUGGA



BURSAR
MR PETER MUBIRU



HUMAN RESOURCES
**MS. JOSEPHINE OPOLOT
APOLOT**



REGISTRAR
MS. CAROLINE NANONO



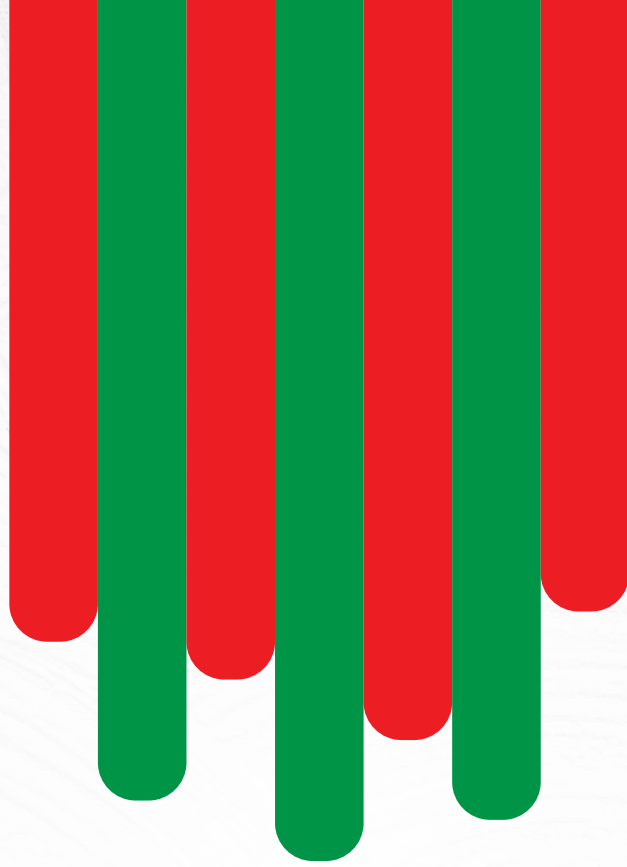
COMMUNICATION
OFFICE
MS. BETTY KYAKUWA



LIBRARY
MS. SYLVIA MUNAFU



PROCUREMENT OFFICE
MR. DAVID IKOMO



1.0.

Introduction



1.0 Introduction

The College of Business and Management Sciences is one of the constituent colleges of Makerere University. It was formed in 2011 as a merger between the then Faculty of Economics and Management (FEMA) and the Institute of Statistics and Applied Economics. CoBAMS is composed of three (3) Schools, seven (7) Departments and four (4) Centers namely:

1) School of Economics

- i) Department of Economic Theory and Analysis
- ii) Department of Policy and Development Economics

2) School of Business

- i) Department of Accounting and Finance
- ii) Department of

Marketing and Management

3) School of Statistics and Planning

- i) Department of Planning and Applied Statistics
- ii) Department of Population Studies
- iii) Department of Statistical Methods and Actuarial Science

Research Centers

- 1) Centre of Population and Applied Statistics (CPAS)
- 2) Public Investment Management Centre of Excellence (PIM CoE)
- 3) Environment for Development Centre (EfD)
- 4) Entrepreneurship and Innovation Centre



Vision

To be a thought leader of knowledge generation for societal transformation and development.



Mission

Service to society through provision of effective practice-oriented learning and research.

CORE VALUES

The College in pursuit of its mission is guided by the following core values:

- Accountability
- Professionalism
- Respect
- Integrity
- Inclusivity
- Team work
- Social Responsibility

Mandate

The Universities and Other Tertiary institutions (Management of Constituent Colleges of Makerere University), Statute 2012 mandates CoBAMS to fulfill

the following functions:

- To provide an environment for the teaching of Economics, Statistics, Business and Population Sciences and research and service of high quality expected of a University in accordance with the Vision and Mission of the University,
- To prepare students through regular and professional Programmes for Economics, Statistics, Business Management and Population Sciences degrees, diplomas, certificates and other awards of Mak,

- To contribute to intellectual life, acting as a focal point for economic, social, cultural and political development and as a centre for studies, service and research particularly in matters pertaining to the interests and changing demands of society,
- To establish positions and super specialties other than those specified under the Statute in line with existing University guidelines, and
- To perform any other functions as the University Council may from time to time determine.



2.0.

Teaching and Learning

The College took steps to strengthen its quality assurance framework. The College established a Quality Assurance Committee to oversee the quality of its operations across the Board. The Committee will formally start work in the Year 2024 which will be preceded by sensitization meetings for Heads of Academic and Administrative Units in the College. The College also embarked on automation of workflow processes for the Graduate Training Function. The College also continued to support student led discussion groups and engaged Graduate Fellows at each of its Departments. Graduate students at the School of Economics attended a summer course in quantitative economics delivered by Tom Sargent, a Nobel Prize Laureate in the field of economics. The summer course provided training in computer-driven economic modeling tools.

The School of Business secured the 9th exemption from ACCA for students of Bachelor of Commerce majoring in Accounting wishing to do ACCA as a professional qualification.

The School of Business hosted two guest speakers as part of the Student- Industry engagement. The school on the 28th October, 2023 hosted Ms. Sandra Arinda who discussed "The Financial Analysis Industry in Uganda and how to earn from it", and Ms. Nancy Mary Apio

from UAP who discussed "The state of the Mutual Funds industry in Uganda and its implications on emerging Markets" on 11th November, 2023

The CoBAMS Library continued to subscribe to The Economist & Harvard Business Review magazines – both the print & electronic versions. The Library also acquired 366 Titles and 395 copies of textbooks purchased and delivered from the Book Bank; and 26 titles & 41 copies of textbooks purchased by the College.

The College complied with the regulatory requirements with regard to review curriculum for all Academic Programs at the College and they are at different stages of the approval chain. The following programmes were reviewed in 2023.

1. Master of Public Infrastructure Management
2. Executive Master of Business Administration- DRGT
3. Master of Business Administration
4. Master of Statistics-DRGT
5. Master of Science in Quantitative Economics- DRGT
6. Bachelor of Science in Population Studies- DRGT

7. Bachelor of Science in Statistics-DRGT
8. Bachelor of Science in Actuarial Science-DRGT

There are also a number of programmes under development namely:

1. PhD in Statistics (taught PhD) -DRGT
2. PhD in Quantitative Economics (taught PhD-DRGT
3. Master of Science in Actuarial Science – DRGT
4. Master of Science in Data analysis-DRGT
5. Master of Science in Sustainable Procurement Management – College level
6. Master of Science in Human Resource Management – College Level
7. Master of Science in Sustainable Entrepreneurship – College Level
8. Doctor of Philosophy in Accounting and Finance-Senate
9. Doctor of Philosophy in Management-Senate
10. Master of Science in Development Economics – College level
11. Master of Science in Economics & Investment Modelling – Senate level
12. Bachelor of Science in Development Economics - College level

The College also took steps to strengthen its quality assurance framework. The College established a Quality Assurance Committee in the course of the year to oversee the quality of its operations across the Board. The Committee will formally start work in the New Year which will be preceded by sensitization meetings for Heads of Academic and Administrative Units in the College.

It also embarked on automation of workflow processes in the administrative and support functions. The College also continued to support student led discussion groups and engaged Graduate Fellows at each of its Departments.

Five students of the college participated in the Oscars Olympiads (Start Up Africa) during the Kenya Innovation Week 2023 which attracted participants from 23 countries.



The five students were split into two teams. One of the teams put up a fantastic presentation entitled “Plastic zero” which is aimed at solving the problem of floods in Kampala that are caused by blockage of water channels due to accumulation of plastic waste. The second team presented a project on sustainable Agri-tech which deals with an organic fertilizer that mitigates the challenges that come from application of inorganic fertilizers. The organic fertilizers enrich the soil structure and quality, water retention and microbial activity, minimizing environmental impact and supporting long-term soil health and training farmers in formulating the organic fertilizer.

The College graduated 1668 students **during the 73rd graduation ceremony.**

One thousand six hundred sixty-eight candidates were presented for graduation (Table 1).

Table 1: Graduation statistics

GRADUATION STATISTICS 23/24		
	SCHOOL OF BUSINESS	GRADUATION STATS
No.	Program	
1	PhD IN MANAGEMENT	1
2	MASTER OF PUBLIC INFRASTRUCTURE MANAGEMENT - (MPIM)	16
3	BACHELOR OF BUSINESS ADMINISTRATION - (BBAE)	226
4	BACHELOR OF COMMERCE - (BCOE)	241
5	BACHELOR OF COMMERCE - (BCOX)	161
6	MASTER OF BUSINESS ADMINISTRATION - (MBAM)	92
7	MASTER IN FINANCIAL SERVICES - (MAFS)	11
8	BACHELOR OF COMMERCE - (BCOE) - FORTPORTAL	1
9	BACHELOR OF BUSINESS ADMINISTRATION - (BBAE) – JINJA	1
10	BACHELOR OF COMMERCE - (BCOE) - JINJA	1
	SCHOOL OF STATISTICS	
1	BACHELOR OF SCIENCE IN QUANTITATIVE ECONOMICS - (BSQE)	139
2	MASTER OF SCIENCE IN QUANTITATIVE ECONOMICS - (MSQE)	3
3	BACHELOR OF SCIENCE IN POPULATION STUDIES - (BPOP)	47
4	MASTER OF DEMOGRAPHY AND POPULATION STUDIES - (MDPS)	
5	BACHELOR OF SCIENCE IN ACTUARIAL SCIENCE - (BSAS)	65
6	BACHELOR OF STATISTICS - (BSTA)	106
7	POSTGRADUATE DIPLOMA IN STATISTICS - (GSTA)	1
8	MASTER OF STATISTICS - (MSTA)	10
9	BACHELOR OF SCIENCE IN BUSINESS STATISTICS - (BSBS)	104
10	POSTGRADUATE DIPLOMA IN DEMOGRAPHY - (GDEM)	3
	SCHOOL OF ECONOMICS	
1	BACHELOR OF ARTS IN ECONOMICS - (BECO)	214
2	MASTER OF ARTS IN ECONOMICS - (MECO)	5
3	MASTER OF ARTS IN ECONOMIC POLICY MANAGEMENT - (MEPM)	22
4	MASTER OF ARTS IN ECONOMIC POLICY AND PLANNING - (MEPP)	35
5	BACHELOR OF ARTS IN DEVELOPMENT ECONOMICS - (BDEC)	159
6	DOCTOR OF PHILOSOPHY (SCHOOL OF ECONOMICS)	4
	GRAND TOTAL	1668

Source: College Registry

3

PhDs

376Masters
students**11**Post
graduate
diplomas

The college graduated 3 PhDs, 376 Masters students, 11 post graduate diplomas and 1278 undergraduate students. During the February 15, 2023 celebrations, one of our partners, Prudential Uganda, awarded the best 5 performing students from the Bachelor of Science in Actuarial Science with USD500 and a professional study scholarship. The students recognized included Nanfuka Rebecca Rosette with 4.55, Mukiibi Cyrus with 4.15, Angura Kupa Abraham with 4.02, Mwesigwa Mark Lewis 4.00 and Akumu Gloria Agnes 3.99. One student of the college under the MasterCard Foundations scholarship received an award for exceptional performance. Nanyunja Fatumah, with a Bachelor of Business Administration got a first class degree and was awarded a plaque in recognition of her excellent performance. Other high performing students rewarded by UBOS were Nassali Tendo who got a CGPA of 4.7 after completing a Bachelor of Science in Business Statistics, Ariong Emmanuel with a CGPA of 4.62 in Bachelor of Statistics and Okiria Eric Junior who scored a CGPA of 4.62 with Bachelor of Science in Quantitative Economics. The Economic Policy Research Centre also rewarded the best Masters of Economics student Namuleme Hilda with a CGPA of 4.91. Namuleme received a yearlong young professionals program opportunity tenured at EPRC.



On the 11th October, 2023 through the student leadership of the college, the students held the College career guidance on the theme **“The Relevance of Career Guidance in Crafting Satisfactory Careers”**.

The keynote speaker was the Principal Statistician UBOS, Mr. Edgar Niyimpa and the chief guest was Dr. Guloba Madina (Senior Research fellow EPRC).) The other speaker was Mr Kakaire Tom from IDI.



Students in attendance for the career guidance session



A picture with the guest speakers, principal statistician UBOS and senior research fellow EPRC and other student leaders.

Student Led Discussions (Learner Centered Pedagogy)

With effect from the academic year 2022/2023 one of the resolutions made with the meeting with the College Principal was to enforce the learner centered discussions. This was to be conducted first, by identifying the able and academically suitable students to help others in demystifying content to other students for better understanding. The discussions are financially supported by the College to take care the discussants' preparation and welfare.



In class discussions of beco 3



In class hakathon and prototyping.

Around two thousand seven hundred new students took up programs at the College in the course of the year (Table 2).

Table 2: Enrolled Students

ADMISSIONS AND ENROLLED STUDENTS 23/24		
SCHOOL OF BUSINESS		
No.	Program	Admitted students
1	Master of Public Infrastructure Management - (MPIM)	25
2	Master of Science in Investment and Risk Management - (MIRM)	17
3	Bachelor of Business Administration - (BBAE)	456
4	Bachelor of Commerce - (BCOE)	450
5	Bachelor of Commerce - (BCOX)	256
6	Master of Business Administration - (MBAM)	225
7	Master of Science in Accounting and Finance - (MAFIN)	25
8	Master in Financial Services - (MAFS)	15
SCHOOL OF STATISTICS		
1	Bachelor of Science in Quantitative Economics - (BSQE)	199
2	Master of Science in Quantitative Economics - (MSQE)	39
3	Bachelor of Science in Population Studies - (BPOP)	113
4	Master of Science in Population and Reproductive Health - (MSRH)	10
5	Master of Demography and Population Studies - (MDPS)	12
6	Bachelor of Science in Actuarial Science - (BSAS)	141
7	Bachelor of Statistics - (BSTA)	176
8	Postgraduate Diploma in Statistics - (GSTA)	10
9	Master of Statistics - (MSTA)	13
SCHOOL OF ECONOMICS		
1	Bachelor of Arts in Economics - (BECO)	359
2	Master of Arts in Economics - (MECO)	11
3	Master of Arts in Economic Policy Management - (MEPM)	73
4	Master of Arts in Economic Policy and Planning - (MEPP)	83
GRAND TOTAL		2708

Source: College Registry

Infrastructure and equipment

The College continued with its phased approach to acquisition of teaching, learning as well as office equipment. Regular maintenance activities of the College facilities were also undertaken.

3.0.

Research and Publications

3.1 Journal Papers

1. James Mukoki, Hisali Eria, and Mukisa Ibrahim (2023). Analysis of the Drivers of Service Sector Growth in Uganda. *International Journal of Empirical Economics*, 2(01), 2350003.
2. James Mukoki, Hisali Eria, and Mukisa Ibrahim (2023). Inter-sectoral linkages and economic growth in Uganda: A SAM-based multiplier model analysis. *Cogent Economics & Finance*, 11(2), 2243167.
3. James Mukoki, Hisali Eria, and Mukisa Ibrahim. "Sectoral Growth Patterns and Unemployment in Uganda." *East African Journal of Business and Economics* 6, no. 1 (2023): 59-78.
4. Musoke, Edward, Bruno Lule Yawe, and John Ddumba Ssentamu. "The total factor productivity growth of health systems in African least developed countries." *F1000Research* 12 (2023): 1050.
5. Katutsi, V. P., Kaberuka, W., Ngoma, M., & Yawe, B. L. (2023). Unlocking sustained use of clean cooking technologies in Uganda: the influence of technology-specific attributes. *International Journal of Energy Sector Management*.
6. Katutsi, V. P., Kaberuka, W., Ngoma, M., Yawe, B. L., Atukunda, R., & Turyareba, D. (2023). From smoke to sustainability: the role of socioeconomic factors in the continuous use of clean cooking technologies in Uganda. *Technological Sustainability*, 2(4), 404-422.
7. Musoke, E., Yawe, B. L., & Ssentamu, J. D. (2023). Technical Efficiency of Health Systems in African Least Developed Countries. *Tanzania Journal of Health Research*, 24(4), 408-424.
8. Nkeeto, B., Yawe, B. L., & Matovu, F. (2023). A Cross Section Study for the Predictors Associated With Birth Weight. <https://www.researchsquare.com/article/rs-2371712/v1>
9. Ssebulime, K., Okumu, I. M., & Bbaale, E. (2023). The Changing Employment Landscape in Uganda. *African Journal of Economic Review*, 11(4), 15-33.
10. Okumu, I. M., Nathan, S., & Bbaale, E. (2023). Gender and Firm Performance in Africa: Does the Business Environment Play a Moderating Role?. <https://publication.aercafricallibrary.org/items/92541d69-12d3-4176-8f91-4d4059797c51>
11. Ssajjabbi, V., Sseruyange, J., & Ssentamu, J. D. (2023). Adoption of Improved Cassava Varieties in Uganda: What Does Agricultural Extension Do?. *UDSM Online Journal Testing*,

13(1), 104-129.

12. Ssennono, V. F., Ntayi, J. M., Buyinza, F., Wasswa, F., Adaramola, M. S., & Aarakit, S. M. (2023). Climatic shocks and multidimensional energy poverty in Ugandan households: does women empowerment play a moderating role?. *International Journal of Sustainable Energy*, 42(1), 103-127.
13. Elasu, J., Ntayi, J., Adaramola, M. S., & Buyinza, F. (2023). Drivers of household transition to clean energy fuels: A systematic review of evidence. *Renewable and Sustainable Energy Transition*, 100047.
14. Migisha, A. G., Ntayi, J. M., Buyinza, F., Senyonga, L., Abaliwano, J., & Adaramola, M. S. (2023). Review of Concepts and Determinants of Grid Electricity Reliability. *Energies*, 16(21), 7220.
15. Nabaweesi, J., Kaawaase, T. K., Buyinza, F., Adaramola, M. S., Namagembe, S., & Nkote, I. (2023). Governance and modern renewable energy consumption in the East African Community (EAC): a dynamic panel CS-ARDL approach. *Management of Environmental Quality: An International Journal*.
16. Nabaweesi, J., Kaawaase, T. K., Buyinza, F., Adaramola, M. S., Namagembe, S., & Nkote, I. N. (2023). Urbanization and modern renewable energy consumption among East African community (EAC) countries: an empirical analysis. *International Journal of Energy Sector Management*.
17. Tibaingana, A., Sendawula, K., Buyinza, F., Kimuli, S. N. L., Ssemuyaga, E., Tumusiime, C., ... & Atukwasa, R. (2023). Entrepreneurship skills: do all dimensions of skills matter for sustainable business start-up?. *Journal of Entrepreneurship and Public Policy*.
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3.2 Conferences and Papers

1. Babyenda Petr: 17th EfD-Annual Conference, 5th – 8th September 2023, Accra, Ghana. Presented a paper entitled 'The Role of Information in Adaptation to Climate Change – Lab experiment.'
2. Babyenda Peter: Evidence 2023 Conference, 13th – 15th September 2023, Entebbe, Uganda, hosted by Africa Evidence Youth Network.
3. Babyenda Peter: Planning workshop for the Inclusive Green Economy (IGE) programme 2023-2027, School of Business, Economics and Law, University of Gothenburg, Sweden. 6th – 8th, Feb 2023.
4. Bruno Yawe: 04-08 July 2023. Participated in the Panel on teaching gender analysis in Economics in Africa at the 31st IAFEE Annual Conference at the University of Cape Town, South Africa.
5. Bruno Yawe: 31st May-03rd June 2023: European Conference on African Studies (ECAS9) Conference, Cologne, Germany. Co-Convener of Panel Econ09 The cost and impact of social cash.
6. Bruno Yawe: 28th - 29th March 2023. Attended the Science Engagement Days 2023: Equitable Partnerships in Development Research Projects.
7. The School of Business participated in the Accounting & Finance Conference in Accra, Ghana in September 2023.
8. The School of Business participated in the 12th Edition of the FINTECH Festival in Tanzania from Nov 08th to 09th 2023, where he presented on the topic "Digital Currencies - The role of Central Bank Digital Currencies (CBDCs)"
9. The SoB organised a Public Lecture on «Corporate Governance by

Japtheth Katto. It was attended by well-wishers over 1,300 Students and staff from across the University

10. The School of Business participated in the ACCA CFO Awards 2023 on the 12th October at Four Points by Sheraton where the role of the Chief Value Officer (CVO) was extensively discussed.
11. The School of Business represented the office of the Principal at a Stakeholder's engagement meeting with UMA discussing the Local Content bill for the Power sector. The discussions were led by the Electricity Regulatory Authority (ERA). Also the department represented the Principal in engagements with URA discussing the Implementation of the MoU. One of the key activities being planned is a National Tax Conference preceded by a One Day Tax Symposium being planned for April 11th, 2024.
12. The School of Business participated in the launch of the Savings Month by the Uganda Institute of Banking & Financial Services (UIBFS) at Sheraton Hotel. The event was graced by Bank of Uganda, Uganda Bankers association, IRA, among many other key stakeholders.
13. Aisha Nanyiti: EfD Annual Meeting, October 2023, Accra Ghana.
14. Aisha Nanyiti: Centre for the Study of African Economies (CSAE), Economic Development in Africa Workshop, November 2023, School of Economics, Makerere University.
15. John Seruyange Private Enterprise Development in Low-Income Countries training workshop held in Capetown, South Africa, November, December, 2023.
16. John Seruyange Environment for Development (EfD) annual conference held in Accra, Ghana, October, 2023.
17. Nicholas Kilimani: Adaptation Finance and Risk Management Workshop, by SOAS University of London and the World Resources Institute (WRI) under the Resilience and Adaptation Mainstreaming Program (RAMP) in Nairobi on Monday-Friday, 27-31st March 2023.
18. Nicholas Kilimani: The Center for Effective Global Action (CEGA) 11th Annual Africa Evidence Summit in Nairobi, Kenya from June 19-20, 2023.
19. Nicholas Kilimani: Seventh High level economic growth forum republic of Uganda proposed theme: "strengthening Uganda's competitiveness to foster accelerated economic growth" 24th- 25th August 2023.
20. Nicholas Kilimani: Inclusive Green Economy workshop in Uganda on 17th November 2023 at the Sheraton Hotel, Kampala
21. Nicholas Kilimani: EfD Policy Dialogue on Green Financing in Uganda 20th December 2023 at the Sheraton Hotel, Kampala
22. Nicholas Kilimani: CSAE Oxford University and Makerere University School of Economics Economic Development in Africa Conference 27-30 November 2023
23. Dr Asiimwe John Bosco conducted training on survey data management and analysis using Stata for the staff of the National Institute of Statistics of Burundi in February, 2023
24. Dr Asiimwe John Bosco attended the 2023 East African Social Science Translation Evidence Summit in Nairobi, Kenya in June 2023.
25. Dr Asiimwe John Bosco participated in a collaborative research with Ministry of Health, Uganda as a PI on the Country Level Policy Engagement Research entitled "Effect of Community-Led Total Sanitation on Reducing Open Defecation in Uganda: A Propensity Score Matched Analysis" held in Mombasa, Kenya in September, 2023 and funded by APHRC in September, 2023
26. Dr Kakuba Christian between 31st May and 3rd June 2023; he was a convener for a panel- Heal01- entitled COVID-19 and the restructuring of African Education systems. What does it mean for the future? at the 9th European Conference on African Studies (ECAS 2023): African Futures that took place at the University of Cologne Germany. I reviewed and accepted 10 submitted papers for two sessions. I also chaired the session in Cologne. <https://ecasconference.org/2023/programme#12531>
27. Dr. Patricia Ndugga presented a paper titled, If your mother does not teach you, the world will: Barriers to parent child communication on sexual and reproductive health issues in border districts of Uganda, at the Population Association of America (2023) at New Orleans, Louisiana in April 2023

28. Dr. Olivia Nankinga presented a paper titled, Anemia in children aged 6 to 59 months in Uganda: Further analysis of the Uganda Demographic and Health Surveys, at the Population Association of America (2023) at New Orleans, Louisiana in April 2023

29. Dr Wandera, S.O. (2023). Reflections on Cohort and Thesis by Publications Approaches to Doctoral Supervision at Makerere University. CARTA Conference. University of the Witwatersrand, Johannesburg, South Africa. 14-15 September, 2023.

30. Dr. Wandera S.O convened a workshop on Ageing and health in sub-Saharan Africa at Imperial Resort Beach hotel, Entebbe, Uganda, 20-22 February 2023. Two CARTA graduates (Jepchirchir Kiplagat from Moi University and Jacob Mobolaji from Nigeria) presented their papers in the workshop. Attracted 38 international participants from

the UN DESA, UCT, LSE, INED, MPIDR, UG, BIB, and about 22 national participants from the Ministry of Health, the Ministry of Gender, Labour and Social Development (MGLSD), Makerere University (MAK)¹, and civil society organizations (CSOs) such as HelpAge International, Uganda Reach the Aged Association (URAA). The workshop was opened by the Minister for Disability and Elderly Affairs, Honorable Dominic Gidudu Mafwabi, from the MGLSD. Funded by the Volkswagen Foundation² of Germany, Grant Number: 9B693, Grant Amount: Euros 87,300. Wandera SO is the Co-PI and the national workshop convener.

3.3 Research Projects

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
1	Masters Programme in Economics (MA ECON)	Dr. Ibrahim Mike Okumu
2	CASH-IN Privately Managed cash transfers in Africa	Dr. Bruno Lule Yawe
3	Environment for Development Initiative (EfD-MAK CENTER)	Prof. Edward Bbaale
4	Inclusive Green Economy (IGE- EfD MAK)	Prof. Edward Bbaale
5	Economic and Health Impact and the resilience of last mile populations in artisanal and small scale mining unplanned settlements in Sahara Africa	Dr. Betty Kwagala
6	UN Capital Development Fund and Local Economic Acceleration Program	Dr. Yusuf Kiwala
7	Harmonization of Entrepreneurship Education Delivery Project (HEED- Africa) - IAAMS	Dr. Allen Kabagenyi
8	Supported Childcare and Female Labor market	Dr. Nicholas Kilimani

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
9	Retail Finance Distribution (ReFinD) Research Initiative	Dr. Aisha Nanyiti
10	Financial Awareness and Literacy Leadership	Dr. Hellen Namaweje
11	Clean Energy for Development-A Call for Action	Prof. Edward Bbaale
	Peer Learning Forest Management Capacity Building Program 2023, Funded by Environment for Development Initiative (EfD-Global Hub), University of Gothenburg, Sweden.	Babyenda Peter
	Quasi-experimental Evaluation of National Forestry Authority Projects in Uganda, Grant from Environment for Development Initiative (EfD), University of Gothenburg, Sweden.	Babyenda Peter
	Environment for Development (EfD)- 2023, MS-1505, Principal Investigator; Electric Cooking in the Energy Transition: How much Subsidization is needed?	Aisha Nanyiti
	Environment for Development (EfD)- 2023, MS-1487, Co-investigator; Climate-related risk and Sustainable Cage Fish Farming in Vietnam and Uganda.	Aisha Nanyiti c
	JPAL Proposal Development Project Grant on Supported childcare and female labor market participation in East Africa	Nicholas Kilimani
	Environment for Development Initiative Research Collaborative project on Solar-powered irrigation systems for resilience to climate change: An economic viability analysis. This Grant is between Researchers from the EfD Centre at Makerere University, EfD- Ethiopia, EfD-Ghana, Duke University, and Vrije Universiteit Amsterdam.	Nicholas Kilimani
	Environment for Development Initiative Research Collaborative project on Electric cooking in the energy transition: How much subsidization is needed? This Grant is between Researchers from the EfD Centre at Makerere University, EfD- Ethiopia, EfD Kenya, and University of British Columbia-Canada.	Nicholas Kilimani
	A faculty research grant by the African Economic Research Consortium on human capital development in sub-Saharan Africa for a project entitled: Is bigger necessarily better? Household size, expenditure, and children's educational attainment"	Nicholas Kilimani

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
	Building women smallholder farmers' empowerment and adaptive capacities: A pathway to enhancing women's resilience to climate change in Uganda. A collaborative project between the Makerere University - School of Gender and the Association of Uganda Professional Women in Agriculture and the Environment (AUPWAE). It is funded through the CLARE programme, a UK-Canada framework for research initiative focused on Climate Adaptation and Resilience to enable socially inclusive and sustainable action that will build resilience to climate change and natural hazards.	Susan Kavuma Co-PI on a three-year project (2023 – 2026)
	The state of mental health at the workplace	Ms. Nakabuye
	POLYCIVIS: Confronting the Polycrisis in Europe and Africa. Makerere University, Partner Institution. Stephen Ojiambo Wandera, Team Member. Grant Amount: Euros 1.2 million. CIVIS application for a Jean Monnet Network on External Policy: EU-Africa. ERASMUS-JMO-2023-NETWORKS-HEI-NON-EU-AFRICA.	Dr Stephen Wandera
	FamiLEA: The Remaking of the Family in East Africa (1.06.2023 – 31.05.2027). Swiss National Science Foundation (SNSF). Yvan Droz, Valérie Golaz, Clémentine Rossier. Grant #: 213547, Amount: Swiss Francs (CHF): 2,986,857. Role: Project Partner. SNSF: https://data.snf.ch/grants/grant/213547 .	
	Workshop on Ageing and Health in sub-Saharan Africa at Imperial Resort Beach Hotel, Entebbe, Uganda, 20-22 February 2023. Two CARTA graduates (Jepchirchir Kiplagat from Moi University and Jacob Mobolaji from Nigeria) presented their papers in the workshop. Funded by the Volkswagen Foundation of Germany, Grant #: 9B693, Amount: Euros 87,300. Role: Wandera SO, Co-PI.	
	Assessing Dementia and Frailty among Older Persons in Selected Rural Districts in Eastern Uganda. Stephen Ojiambo Wandera, Ph.D. (PI), Dr. Monica Maria Diaz (CoPI), Assoc. Prof. Noeline Nakasujja (Co-PI) & Assoc. Prof. Leah Rubin (Consultant). Alzheimer's Association of the USA. Grant Number: AARGD-NTF-22-975156, Grant Amount: USD 150,000. Funding Period: February 1, 2023 – January 31, 2026.	Role: Wandera SO, PI.

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
	Carnegie Corporation of New York and Makerere University. 2023.Skills enhancement for Departmental faculty and outreaches to Population agencies to promote the Department of Population Studies graduate programs, at Makerere University. Grant Amount USD 7,000.	Olivia Nankinga, Stephen Ojiambo Wandera, Betty Kwagala, Peninah Agaba, Peter Kisaakye, Allen Kabagenyi, John Mushomi Atwebembeire, Patricia Ndugga (CECAP FELLOW).
	The effectiveness of Information Education and Communication (IEC) interventions in reducing stigma among Sickle Cell Disease patients in Alebtong district, Northern Uganda” in partnership with Uganda Sickle Cell Rescue Foundation (USCRF) and the office of the District Health officer, Alebtong district, with support from the Government of Uganda through the Makerere University Research and Innovation Fund (MAK-RIF) designed and implemented the above project	Dr. Peninah Agaba & Dr. Olivia Nankinga
	Integrating Refugees in to Economic Activities Through Mobile Entrepreneurship Skilling	Dr. Anthony Tibaingana

3.4 Post Doc Fellowships



1.

Dr. Stephen Ojiambo Wandera was awarded a Consortium for Advanced Research Training in Africa (CARTA) postdoctoral fellowship from 1st September 2022 to 31st August 2023. He was hosted at Moi University, Eldoret, Kenya. Specifically, based at the Department of Behavioral Sciences and Mental Health.



2.

Dr. Patricia Ndugga was awarded the Consolidating early career academics programme-post-doctoral (CECAP) fellowship at Makerere University (2022-2024) funded by Carnegie Corporation, New York. (Ongoing)



3.

Dr. Elizabeth Nansubuga was awarded the IUSSP Population, Ethics & Human Rights fellowship (Feb 2023- Jan 2024)

3.5 RESEARCH DISSEMINATIONS AND PUBLIC POLICY ENGAGEMENTS

The College maintained presence in the public policy arena. Examples of these include:

- 1 The dialogue on sustainable entrepreneurship at which the investigators called on government to create a fund to support Small and Medium Enterprises to implement symbiotic practices to foster sustainable development. This was from findings of a MaKRIF research project led by Dr. Saadat Kimuli Nakyejwe, from the Makerere University Business School and Dr. Kasimu Sendawula from the College of Business and Management Sciences at Makerere University.



- 2 The dialogue on out of pocket expenditure for cancer treatment at which findings of a study on study done by Makerere University in collaboration with the Strengthening Institutional Capacity for Research Administration (SICRA) and Uganda Cancer Institute (UCI) with funding from the Government of the Republic of Uganda through Makerere University Research and Innovation Fund (MakRiF) were shared. The findings, among other things showed that Cancer Patients Spend an Average of Shs 300,000 on a Single Visit at UCI.



- 3 The conference on "Aging and Health of Older Persons in Sub-Saharan Africa" which took place in Entebbe on Feb 20-23. The conference was opened by the State Minister for the Elderly, Hon. Dominic Mafwabi Gidudu, who called for more research into health challenges faced by the elderly.



TV Talk shows (Richard Ssempala)

- Impact of USA Business advisory statement on Uganda's Economy - NTV Interview held on 25th October 2023
- Technical insights on the performance of Uganda's economy on NBS TV 6th February 2023.
- Technical insights on Minimum wage in Uganda; shared insights on Minimum wage and its implication on the welfare of workers in Uganda. SMART24TV on 3rd March 2023.

New paper expert Opinions. (Richard Ssempala)

- Experts suggest areas for budget cuts: Published in Daily Monitor 11-08-2023
- The perfect spots for specific businesses in Kampala Published in the Daily Monitor 30-08-2023
- Uganda plans for life without World Bank Published in the Daily Monitor-19-08-2023

3.6 COMMUNITY SERVICE AND OUTREACH

Members of Staff from the College were over the year appointed to serve on Boards of various public and private organizations and participated in several community outreach activities

Dr. Allen Kabagenyi was appointed to serve on the Board of the Uganda Bureau of Statistics for a Four Year period.

Dr. Eria Hisali was appointed to serve on the National Citizenship and Immigration Board for a four year period.

Dr. Susan Kavuma was appointed as a Board Member of the Kampala Polytechnic Mengo.

Dr. Susan Kavuma was also appointed on the Board of Sanyulyo Financial Services and Orchardswood International School

John Seruyange mobilized resources for purchase, and donated trees to Kiboga District Local Government

- Dr. Okumu Ibrahim: EfD policy seminars
- Dr. Okumu Ibrahim: PIMS Capacity building workshops
- Paul Wabiga: On the 1st and 2nd of November 2023, he was part of the group of technical experts for the regional consultation for the maiden Service delivery index for Africa organized by the African Development Bank in Nairobi-Kenya.
- Nicholas Kilimani: Engaged in Fundraising to Construct a Church of Uganda Worship Centre in Nakabaale Village, Lubanyi Parish, Jinja District.
- Nicholas Kilimani: Engaged in Tree planting in Kiboga as part of the EfD outreach activities.



3.7 PARTNERSHIPS

In October, the school of Business hosted the Global president of ACCA who paid also a courtesy call to the Vice Chancellor. This was aimed at strengthening the MoU between Makerere University and ACCA (Association of Certified Chartered Accountants).

3.8 Research Centers

3.8.1. Public Investment Management (PIM) Centre of Excellence

The Center aims to make a contribution to the ongoing efforts to strengthen the Public Investment Management (PIM) system in Uganda. It undertakes training to Officials from MDAs on the PIM cycle right from identification, preparation, appraisal, implementation and evaluation of projects. The training is undertaken in partnership with Cambridge Resources International (CRI) and the Ministry of Finance Planning and Economic Development (MoFPED).

The PIM CoE took part in a two-day World Bank Retreat on 24th and 25th January 2023 at Serena Hotel Kigo aimed at Strengthening Uganda's systems for Environment and Social (E&S) sustainability. The retreat was organized with the objectives of:

- i) Discussing proposals for enhancing integration of E&S considerations into the PIM process and related short courses offered at Makerere University
- ii) Reviewing proposals for strengthening the short course curriculum on Environment and Social Impact Assessments (ESIAs) offered at Makerere University Department of Environment Management (DEM)
- iii) Discussing the working modalities/ partnership arrangement to take forward the E&S capacity building



Representatives from various Government Entities and Makerere University Colleges who attended the World Bank E&S Retreat at Serena Hotel Kigo

Website Development

The Centre developed a Website to increase its visibility to the general public and disseminate its work and important information to stakeholders. The website can be visited at www.pimcoe.mak.ac.ug.

The CoBAMS Infrastructure Expansion Project

During FY 2022/23, the PIM Center of Excellence conducted Pre-feasibility and Feasibility studies on the CoBAMS Infrastructure Expansion with the purpose of improving the state of infrastructure at the College of Business and Management Sciences.



Picture1: Artistic impression of Annex teaching and administrative facility (left) adjacent to the existing School of Economics block (right) – Front view.



Picture 2: Artistic impression of the Multi-Purpose teaching, research and administrative facility – Front view

The Anti-Gravity Irrigation Water Delivery System

The Centre carried out a technical and environmental assessment of the Anti-Gravity Irrigation Water Delivery System (AGRIWADS) project in Butaleja and Budaka districts. The assessment aimed at evaluating the viability of the project's water delivery system and its applicability on River Namatala. The AGRIWADS project is foreseen to deliver large volumes of water to support various agricultural enterprises in Butaleja and Budaka districts. The assessment established that aside from the challenges with the rack and pinion drive, the system was found to be viable. The technical and environmental assessments were done to inform the feasibility study on the AGRIWADS project.

The Study on the Development Committee Guidelines

The Centre also developed an inception report for the study on the Development Committee (DC) guidelines used to appraise Government projects before they are allocated funding by the Ministry of Finance Planning and Economic Development. The study is aimed at reviewing the current guidelines in order to support the development the 2023 Edition of the DC Guidelines that are used in the appraisal of government projects. Following the evaluation on the usage and performance of the DC Guidelines among Stakeholders, it was discovered that they contained shortcomings in addressing social and welfare interventions, emergency projects and are misalignment with the Integrated Bank of Projects and the Program Based Budgeting approach among others.

Post Training Experience Sharing Workshop

The Public Investment Management Center of Excellence hosted a Post Training Experience sharing workshop on 13th July 2023 in the PIM CoE Boardroom at Yusuf Lule Central Teaching Facility. The event was attended by 33 PIM CoE graduates and trainers. The aim of the workshop was to obtain feedback from stakeholders' experiences during and after the trainings and to form collaborations for research and consultancy.



Photo 16: Participants pose for a group photo during the workshop

Training in Advanced Excel

To improve on the delivery of trainings and build capacity of its staff, 5 staff members from the Centre were trained in data management, analysis and visualisation techniques using Advanced Excel from 20th – 24th July 2023. The 4 days training covered; Data management, Databases, Data validation, Text Management, Conditional Formatting, Pivot tables, linking sheets, Correlation and Regression Analysis.

Training of Trainers (ToT) at Queens University Canada

To improve the capacity of Trainers that deliver the PIAR training at the Centre, a staff member was facilitated to undertake the ToT Program on Investment Appraisal and Risk Analysis (PIAR) at Queens University in Canada from 3rd July to 28th July 2023, since its specifically designed to suit the unique needs of professionals.



Photo 21: Dr. John Sseruyange (Left) posing with Dr. Glenn P. Jenkins from CRI

Project Management Professional (PMP) Training

As a prerequisite for accreditation by the Project Management Institute (PMI) and to build internal capacity of its staff in Project Management, the Centre held a PMP training for 7 of its staff from 5th – 11th July 2023. Members attained knowledge in the areas of project quality, project scope, project scheduling, project budgeting, project communications, project risk, project procurement, project costing, project resources, handling project stakeholders, and project integration management.

Training on conducting Feasibility Studies

The PIM CoE organized a short training for 13 Centre Staff on conducting feasibility studies and Investment modelling. The training equipped Staff with skills in appraising the viability of public projects along the modules used in pre-feasibility and feasibility studies. In addition, the Staff were taught how to practically develop models to support the appraisal process in Microsoft Excel.

Social Risk Management Training at Uganda Management Institute

The World Bank in collaboration with Uganda Management Institute (UMI) and Nsamizi training institute organized the Social Risk Management (SRM) training practitioners how to manage social risk. This first cohort training took place at Uganda Management Institute from 27th – 31st March 2023. The main objective of SRM training

was to equip professionals with skills on how to better manage the exposure of social risks before, during and after the project life cycle of development projects.



Photo 24: Group photo of participants during the workshop

Steering Committee Meetings

The PIM CoE appointed an 8-member Steering Committee comprising of personnel from various Government Agencies upon recommendation from the World Bank and the Ministry of Finance Planning and Economic Development (MoFPED) to provide support and guidance to the Center as a means of ensuring effective running of the Center.

The Centre held its first quarter Steering Committee meeting on 23rd August 2022 in the PIM CoE boardroom, Yusuf Lule Central Teaching Facility. The Steering Committee was held to address some issues hindering the effective running of the PIM CoE and finding lasting solutions to these problems and some of the issues agreed upon included the approval of the budget and work plan for the first quarter of FY2022/23, recruitment of three Young Professionals and a Team Assistant.



Steering Committee Members posing for a photo during the retreat

3.8.2: Environment for Development Initiative (EfD)

The EfD-Mak has undergone a significant developmental journey since its establishment as part of the EfD network during the Global Hub's annual meeting in 2018 in Hanoi, Vietnam. Overseen jointly by CoBAMS and CAES at Makerere University, this collaboration facilitated interdisciplinary expertise in economics, environment, and agricultural sciences. The Center has evolved into a dedicated research entity, focusing on key functions such as research, capacity building, institutional development, and policy engagement. Its thematic areas include climate change, energy, food and agriculture, land, water, forests, ecosystems, pollution, poverty alleviation, and sustainable development. The Center has been actively engaged a wide network of institutions, including government agencies, CSOs, NGOs, CBOs, and academia, to drive research and policy actions related to environmental management and sustainable development. In the year 2023, the centre conducted a number of activities aligned with its core programs:

In research, the centre initiated a survey to assess the socio-economic and forest-cover impacts of government and public-private partnership forest plantations in various Ugandan districts. This is crucial for alleviating pressure on natural forests, enhancing green cover, mitigating climate change effects, generating employment, and supplying various forest products, including timber and fuel.

Under capacity building, six, Uganda IGE Fellows for the 2023/2024 cohort were inaugurated focusing on addressing issues related to biomass dependency under the theme "Sustainable Energy Transitions." The fellows were appointed by the Permanent Secretaries from different Ministries, Departments and Agents. The program is aimed at strengthening Uganda's capacity for transformation towards an Inclusive Green Economy largely under the United Nations SDG 8 that focuses on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for



East African EfD Directors and participants pose for a group photo with NEMA Director Akankwasa Birerega (centre fore) after the dialogue on Lake Victoria at NEMA office in Kampala

Since its inception, selected senior public servants have undergone a series of in-service trainings and upon successful completion, given a title of IGE fellows to become IGE change agents and IGE trainers in their places of work.

The main focus has been on the use of environmental policy instruments, such as environmental taxes, pollution fees, subsidies or subsidy reduction and other types of fiscal incentives for societal development in line with the Global Agenda 2030. The IGE fellows have been able to understand the meaning and use of the various instruments to implement IGE aspects in the country. The instruments were categorised as right, information, price/market, regulatory and command based. The major emphasis has been on minimising Forest loss, Plastic pollution, Fossil

fuel use and biomass transition. Through the acquired knowledge, IGE fellows have been able to influence policy direction in their organisations towards IGE. As a result, many steps have now been taken by the government of Uganda to achieve the IGE aspects.

Still under capacity building, Fisheries experts from Uganda's districts bordering Lake Victoria, including Kampala underwent training on the bio-economics of fisheries management. The training, facilitated by Professor Wisdom Akpalu, a renowned environmental economics expert from Africa and Ghana, covered various aspects such as the cost, revenue, and profit in fisheries

economics, growth functions in fisheries, property rights, and resources extraction. Additionally, policy instruments to regulate overfishing were discussed, along with topics like dynamic equilibrium, the concept of shadow value, destructive fishing practices, resource use externalities, and the performance of capture fisheries in Africa.

Third, Ugandas IGE Policy engagement specialist Dr. Peter Babyenda joined other colleagues from forestry collaborative to Nepal for a field study on community forest management. EfD-Mak-Centre joined a forestry collaborative sub-group and is currently running a forest project on the Quasi-Experimental Analysis of Afforestation Projects in Uganda with colleagues from the North – University of Duke and University of Montana and the government practitioners - specifically from the National Forestry Authority. The collaboration is intended to build capacity on forest related research, forest management and impact evaluation of forest project in terms of household welfare. Researchers involved will learn methodological approaches and analyses. In addition, the findings from the study will directly influence the policy direction, focus and debate due to the inclusion of the officials from the National Forestry Authority.

The centre also hosted a PhD Fellow from the Global North sponsored by the Freeman Spogli Institute for International Studies (FSI) and the Stanford Sustainable Finance Initiative (SFI). Stanford PhD student Pamella Eunice Ahairwe received a summer fellowship at the EfD-MaK Center, having spent four years in the Global North, particularly in the Netherlands and Luxembourg, working on European Union international economics issues, including green finance related to conflicts of interest between donors, project priorities, and beneficiaries. During her time at Stanford, Pamella engaged in a series of learning, unlearning, and relearning experiences to better understand how economic decisions could benefit both developed and developing countries. The summer fellowship at EfD-MaK provided her with an opportunity to apply her expertise from the Global North and newly acquired knowledge from Stanford to address economic development challenges in the Global South.

Under institutional development , the center hosted a panel of external evaluators from the EfD Global Hub at the University of Gothenburg, Sweden, headed by Prof. Edwin Muchapondwa from the South African EfD Centre at the University of Cape Town. Overall, the team was impressed the progress and recommended

the re-accreditation of the EfD-Mak Centre for another five years. In addition, the centre's Advisory Board convened its second annual meeting, received and assessed the center's progress, formulating strategies to enhance its role in aligning with the university's vision and Uganda's National Development Plan.

Under policy engagement, the center conducted four policy dialogues on different themes including; the East African EfD Centres' high-level policy dialogue focusing on changes in Lake Victoria's hydrology, water quality, and livelihoods; two dialogues on transitioning from biomass to clean energy sources and the annual policy dialogue on the theme "Green Financing in Uganda: From Paper to Practice". Key discussions highlighted the imperative of inclusive involvement, encompassing the public, media, academia, private sector, government, CSOs, manufacturers, and commercial banks throughout the planning and implementation stages. Given wide publicity in leading media, EfD-Uganda's stakeholder engagements have influenced national policy direction. Several MDAs have taken up recommendations. NEMA, Ministry of Environment and Water, Ministry of Finance, Planning and Economic Development and President's office have taken a series of actions to safeguard the environment for example, the government has banned cultivation in wetlands and the President has re-echoed the need to conserve the environment stem the current trend of environmental destruction.



Group Photo: Front Row Left to Right: Prof. Umar Kakumba, Prof. Anders Ekbong, Prof. Henry Alinaitwe, an IGE Program Leader and Dr. Yawe Bruno with University officials and Fellows pose for a group photo after the opening ceremony on 5th April 2023, Senate Building, Makerere University. Ugandas pioneer IGE cohort graduated and new IGE five year program (2023-2027) officially launched at Makerere University on 5th April 2023



3.8.3: Centre For Population And Applied Statistics (CPAS)

Introduction:

The mission of CPAS, referred to as the Centre in this report, is to assist Uganda and other developing countries in applying population and applied statistics knowledge to the development challenges through collaboration and knowledge sharing. In order to fulfill the mandates for which CPAS was formed, the Centre undertakes its activities in view of the following objectives:

- To facilitate the transfer of knowledge and build capacity within CoBAMS, the university and the nation at large.
- To foster collaborations between Makerere University and the outside world, and
- To offer consultancy services and conduct both market and academic research.

Structural, administrative and management reforms

Efforts are ongoing to establish a resource centre where students, staff of the College and the university at large as well as the general public can access information for academic and professional research purposes. While the Centre received the first batch of scholarly and published work that forms part of the library in the resource centre from the late Prof. James Ntozi, we hope to work hand in hand with the

College to ensure that the resource centre is refurbished with more reading materials. CPAS shall also continue to engage her partners to supplement this effort. The Centre still lacks a fully furnished computer laboratory facility to be utilized for data analysis and a series of other activities. It is our sincere hope that through our partners and mother college, this facility will in the near future be put in place; with a fast, reliable and dependable internet.

Facilitating the transfer of knowledge and building capacity

The CPAS continues to facilitate knowledge transfer and capacity building, through the involvement of groups of students and alumni majorly from Makerere University in the various trainings for data collection, management and analysis to enable them undertake large scale social and economic surveys, both quantitative and qualitative. Some of these trainees have also been utilized in the data collection and analysis of surveys undertaken by the Centre.

The Acting Director of the CPAS, the Dean of the School of Statistics and Planning, Assoc. Prof. James Wokadala, Dr. Felix Wamono and Dr. Margaret Banga attended the Center for Development Data (C4D2) Training Session on Microdata documentation, protection, and dissemination in Perugia, Italy from 10th to 14th July, 2023. This training was organized by the World Bank and the Bank of Italy.

Fostering collaborations between Makerere University and the “outside world”/MoUs.

CPAS has initiated partnerships and collaborations with international and local institutions to enhance the visibility and image of the university, the College and the Centre itself. Efforts are being made to renew MoUs with the French Institute for Research and Development (IRD) and the French National Institute for Demographic Studies (INED). It is hoped that in the near future CPAS shall enter into an MoU with UBOS to further cement this relationship especially in the execution of the forthcoming Population and Housing Census in May of this year. It is also hoped that CPAS will carry out more in-depth analysis of the data that would have been collected to illuminate policy issues. This will help to raise demand for the data by making them more usable.

Offering Consultancy Services and conducting market and academic research

The Centre for Population and Applied Statistics continues to offer consultancy services as per its mandate. As a result, the CPAS has undertaken research activities singly or in collaboration with other institutions in the last one year and has contributed significantly to the CoBAMS Endowment Fund and to the University in terms of overheads.

Consultancy work undertaken in 2023 comprises of the following:

	Title of Assignment	Client	Duration/Outputs
1.	Impact evaluation of the Development Response to Displacement Impacts Project (DRDIP) in the host communities and refugee settlements in 15 districts of Uganda (under additional funding)	Office of the Prime Minister (OPM), Uganda	October 2022 to November 2023. Fieldwork both quantitative and qualitative completed in April 2023. Data Analysis completed in May 2023. Presentation of the qualitative and quantitative reports to the Impact Evaluation Reference Committee (IERC) at Serena Hotel, July 2023. Presentation of the draft evaluation report (combination of the qualitative and quantitative reports) to the Project Implementation Support Team (PIST) at DRDIP offices, September 2023. Submission of the report of the Cost Benefit Analysis (CBA) DRDIP Livelihood Support Program (LSP) interventions, November 2023. Submission of the final DRDIP Endline Impact Assessment Synthesized report, November 2023.

	Title of Assignment	Client	Duration/Outputs
2	Technical Evaluation of the e-Voucher Input Subsidy Program in Uganda's Agriculture Cluster Development Project (ACDP).	The World Bank and MAAIF.	<p>August 2021 to date.</p> <p>Qualitative report for the Scalability Assessment of the e-Voucher Program, submitted in January 2023. Primary data collection from beneficiaries and non-beneficiaries of the e-Voucher Program was conducted in January 2023 from 4500 households.</p> <p>Data collection on the costs incurred in the implementation of the electronic e-Voucher program for the cost effectiveness assessment in April, 2023.</p> <p>Data collection for the second round of data collection to capture the second agricultural season of 2023 in May 2023.</p> <p>Analysis of all the data collected.</p> <p>Submission of the data sets, do files for cleaning and analysis and the draft final report to World Bank, December 2023.</p>

*** An extension was made following a full year disruption of the e-voucher program by Covid-19.

CPAS' Operational challenges

The major ones still include: (i) Low staffing levels, (ii) Lack of a bank account for CPAS, (iii) Poor internet connectivity and (iv) Lack of adequate security.

Recommendations

- (i) As per the CPAS structure, the establishment require that some few basic staff are taken up on permanent terms for purposes of efficiency and effectiveness in playing their roles. The rest of the vacant positions can be filled as the Centre grows. There is need also to put in place the Advisory/Policy Board for the Centre as proposed in the Centre structure.
- (ii) The CPAS should get its own bank account in order to ease operations at the Centre and also alleviate the concerns raised by most of our clients who prefer to use an account in the names of CPAS.
- (iii) There is urgent need to fasten the current effort to install an internet facility at the Centre.
- (iv) The CPAS should also be assigned a full time security officer to safeguard CPAS' home and property.
- (v) For cohesiveness, CoBAMS staff should be encouraged to participate in boosting the image of CPAS so that the Centre attracts more opportunities that in return trickle back to the same staff with a number of advantages.
- (vi) To allow continuity and for purposes of ensuring that the achievements realized so far are supplemented in increasing terms, it is necessary that the team behind this story continues to be supported by the College until such a time when it will be evident that the Centre can stand on its own in a sustainable environment. This is a gradual process. This dream would be attained gradually and with the involvement of all CPAS' key stakeholders.



3.8.4: Entrepreneurship and Outreach Centre

The centre aims to create and support the development of sustainable entrepreneurs and to transform clients into strategic thinkers with innovative global solutions.

Achievements

a. PDM Training

- The Department of Marketing and Management at the College of Business and Management Sciences (CoBAMS) through the Entrepreneurship and Outreach Centers trained entrepreneurs on how to use and handle money availed to them by the Parish Development Model (PDM) program. through the r began in 2022.
- The trainees of the course were issued with certificates of completion and urged to be ambassadors of the knowledge they acquired in their respective areas.



b. Students' Tour

On the 16th and 17th of October 2023, all Makerere University Students doing Entrepreneurship went on for a study tour at the Uganda Industrial Research Institute (UIRI) which is a government parastatal formerly under the auspices of the Ministry of Trade, Industry and Cooperatives (MTIC) and currently under the Ministry of Science and Technology.

The students of BBA and BCOM went on a study tour aimed at changing their mindset about innovation and prototyping starting a business. The students used the tour

respectively to learn how they could come up with better quality prototypes that are unique and value addition was so much emphasized in the ever growing economy. UIRI's core activities focus on establishing platforms for value addition; product development; process design; sourcing technologies; fabrication of machinery; managing processing plants; provision of SME outreach services; and business incubation.

c. MAK @100 YOUTH AND INNOVATION EXPO:

- The inaugural edition of the Youth and Innovation Expo was a roaring success as over 300 innovators showcased their creations and thousands of guests walked through the doors of the Yusuf Lule Central Teaching Facility Auditorium, as well as traversed the surrounding spaces on 6th and 7th October 2023.
- Organised by Makerere University in partnership with the United Nations Development Programme (UNDP), the Expo was held under the theme "Fostering Innovation for Uganda's Transformational Development".
- The Entrepreneurship and outreach center together with the College of Business and management Sciences participated fully for the two days with Innovators from the College of Business and Management Sciences (CoBAMS) in the recently concluded Youth and Innovation Expo 2023 showcased their projects from which they expect to eke a living to reduce the pressure of looking for what to do after leaving campus.
- Ibrahim Mutyaba, one of the innovators who ventured into the Black Soldier Fly premix business hopes his business will sustain him after completing his studies.

d. UGANDA ENTREPRENEURSHIP CONGRESS

- On November 16th, the Makerere University Entrepreneurship and Outreach Centre, the Department of Marketing

and Management, College of Business and Management Sciences(CoBAMS), Makerere University in partnership with Uganda Airlines, Crown Beverages, HZG Group, Legend Events and Iguru Consults conducted and launched the first ever Uganda Entrepreneurship Congress whose theme was Adapt and Thrive with Ai in the new normal. It started at 8:00am and ended at 5:00pm.

- The congress focused on triggering positivity in the mindset of every student that does Entrepreneurship as a course unit at Makerere university and other students from the different colleges. The congress was open to students, College of Business and Management sciences' staff and enterprenuers. Over 500 students and 15 guest speakers attended the congress.

e. D. ENTREPRENEURSHIP STUDENTS' EXPO

- On the 17th of November 2023, Makerere University witnessed a remarkable showcase of innovation and entrepreneurial spirit at the 7th Annual Entrepreneurship Students' Expo held at Freedom Square grounds. The event that commenced at 8:00am and ended at 5:00pm brought together students from diverse programs, including Bachelors of Business Administration (BBA) in both day and evening sessions, as well as Bachelors of Commerce (BCom) in day and evening sessions and other well-wishers from different colleges.
- The expo served as a platform for students to present their innovative prototypes, and it featured notable collaborations with organizations such as NaCORI, Post Bank, Centenary Bank, Uganda Red Cross Society (URCS), Sumz to mention but a few.
- The expo saw active participation from students pursuing BBA and BCom degrees, showcasing a wide array of prototypes and business ideas.



4.0.

Partnerships and collaborations

The College concluded a Memorandum of Understanding with the Human Resource Management Association of Uganda (HRMAU), which aims to train prospective HR practitioners on professional conduct, and to bridge the gap between theory and practice.

The School of Economics, in collaboration with the University of Oxford hosted the 2023 workshop on Economic Development in Africa. The four-day workshop brought together scholars across Africa, Europe, and North America, and thirty-one frontier papers on Economic Development in Africa were presented. The College also collaborated with the United Nations Development Program (UNDP) Uganda to undertake consultations for 2023 Human Development Report. The College also got additional exemptions from ACCA Global for the Bachelor of Commerce students. Going forward, students graduating with the Bachelor of Commerce Accounting Option will get 9 of the 13 courses required for full ACCA qualification.

The School of Statistics and Planning also cohosted an international conference on 'Aging and Health of Older Persons in Sub-Saharan Africa' in February 2023.

Researchers at the College won ten new

institutional research grants, and one staff member developed a new academic concept, which is currently under the process of patenting and copyrighting at the Uganda Registration Services Bureau. The College is also leading the process of the PDM Policy Labs and there are ongoing discussions with the Office of the Prime Minister to convert recommendations of the studies undertaken with support of the UNDP into policy actions.

The College is in the process of concluding MoUs with the Uganda Manufacturer's Association, Uganda Revenue Authority and Kampala Capital City Authority. These initiatives will create platforms through which the parties will among other things:

- pursue joint research, publishing research findings, write background policy papers, and promote outreach to the relevant state and non-state actors;
- collaborate on knowledge transfer & staff exchange programs to impart more practical skills on both parties;
- organize and participate in joint activities such as seminars, workshops and conferences aimed at imparting practical skills, knowledge transfer and re-tooling; and,

- collaborate on the review and development of the CoBAMS curriculum to reflect more practical/workplace content for students.
- The School of Economics signed an Erasmus + Mobility agreement with European University Institute. This will involve academic staff and student exchange between the two institutions.
- The School also co-organized the workshop on Gender, Growth and Labor Markets in Low-Income Countries (G²LM|LIC) & Bureau for Research and Economic Analysis of Development (BREAD) Conference on Development Economics held in Nairobi between 14th to 17th of December 2023.
- Alongside the Center for the Study of African Economies (CSAE), the MakSOE organized a four-day (27th to 30th November) CSAE Economic Development in Africa Workshop at the School of Economics. The event included paper presentations from speakers across Schools of Economics from Universities in Africa, J-PAL Africa training sessions on running randomised control trials by Clare Hofmeyr, introductory sessions to structural transformation and growth by Doug Gollin and Joe Kaboski, and sessions on survey design and data collection for gender analysis by Cheryl Doss.
- The MakSOE organized the 3rd JICA Chair on the 14th of September, 2023 where Prof. Takahashi presented a paper titled "Craftsperson(man)ship for formation of inclusive industrial structure in Uganda."

Researchers from the School of Economics, led by Dr. Susan Kavuma undertook work for the United Nations University – UNU – WIDER on simulating tax and benefit policies for development in collaboration with Uganda Revenue Authority.

The collaboration between the French National

Institute of Demographic Studies (INED) <https://www.ined.fr/> and the Centre for Population and Applied Statistics (CPAS) supported two PhD students on exchange to France for a one month stay at INED to refine their research proposals. The candidates that were selected for the exchange programme are:

- Ms. Jennifer Kasabiiti, a PhD student in Population Studies. Ms. Kasabiiti in the process got a 3-year funding for her PhD studies.
- Mr. Douglas Andabati Candia who is pursuing a Ph.D. in Social Statistics at Makerere University.
- Dr. Kakuba Christian is a Member of the Scientific Committee on a project entitled; Familea-The Remaking of The Family In East Africa running between 2023 and 2026, and coordinated by researchers in the University of Geneva, The Graduate Institute of Geneva and the French National Institute of Demographic studies (INED). It essentially operates in the urban spaces of Kenya and Uganda.
- Dr. Stephen Ojiambo Wandera is working with Dr. Monica Diaz of University of North Carolina Chapel Hill on a study of Dementia among older persons in Eastern Uganda
- Dr. Stephen Ojiambo Wandera & Dr. Charles Lwanga are working with APHRC on a study on remaking of the family in East Africa
- Dr. Stephen Ojiambo Wandera, Dr. Patricia Ndugga, Dr. Olivia Nankinga, Ms. Christabella Namugenyi & Ms. Clare Ashaba have partnered with the University of Alberta and University of York under the Worldwide Universities Network (WUN) Research Development Fund 2023 to carry out a project on the prevalence and correlates of depression among University students in Uganda.

5.0.

Knowledge transfer **partnerships**

Makerere University hosts **CSAE Economic Development workshop 2023**



Makerere University under the CoBAMS hosted the 2023 Center for the Study of African Economies (CSAE) workshop that brings together scholars across the world.

The workshop started on November 27 and ran up to November 30 at Makerere University Yusuf Lule Central Teaching Facility II (CTF).

The four-day workshop brought together scholars across Africa, Europe, and America and took place on 27th-30th November at CTF1.

The workshop was successful on the following fronts:

1. We had 31 frontier papers on Economic

Development in Africa presented cutting across, Trade, Health, Natural Resources and Environment, Political Economy, Poverty, Productivity, Fiscal & Monetary Policy, and Agriculture among others.

2. Staff and graduate students had parallel training sessions on Survey Design and Data Collection for Gender Analysis (Lead by Cheryl Doss, Tufts University), Introduction to Structural Transformation and Growth (Lead by Douglas Gollin, University of Oxford and Tufts University, and Joe Kaboski, University of Notre Dame), and Randomised Control Trials (Lead by Clare Hofmeyr, J-PAL Africa)
3. Faculty from the University of Tufts and the University of Notre Dame are exploring the possibility of teaming up with faculty at MakSOE to support Macroeconomics at the PhD level. This could extend to supervising PhD research within the space of structural transformation. The funding is likely to be from Structural Transformation and Economic Growth (STEG) of which the two persons I met are the principals behind STEG.
4. We shall host two capacity building workshops on Randomised Control Trials in 2025 and 2026 which will bring together

scholars across Africa with funding from The Abdul Latif Jameel Poverty Action Lab (J-PAL). This is a commitment I received from my engagement with the Manager training J-PAL.

5. The Director of CSAE (Stefan Dercon) is committed to partnering with MakSOE to offer demand-driven policy advice to GoU.
6. The Director of CSAE is committed to offering a mentoring framework for both young faculty and graduate students who are keen to climb the research radar.

URA trains Makerere university students to nurture future voluntary compliant tax payers



The Uganda Revenue Authority (URA) partnered with Makerere University to nurture future voluntary compliant tax payers in a four-day training targeting 600 final year students from the College of Business and Management Sciences (CoBAMS).

It also aimed to impart students with practical skills in the area of filing tax returns. The training was conducted under the theme, "Fostering voluntary tax compliance among Ugandan youths"

CoBAMS students showcase innovative projects to fight unemployment



Majority of the students flood the streets looking for jobs the moment they finish their studies at higher institutions of learning. However, the storyline might change after the introduction of hands on skills among the students currently undertaking their academic journey at Makerere University.

Innovators from the College of Business and Management Sciences (CoBAMS) showcased their projects at the Youth and Innovation Expo 2023 at which they expected to eke a living to reduce the pressure of looking for what to do after leaving campus.

Ibrahim Mutyaba, one of the innovators who ventured into the Black Soldier Fly premix business hopes his business will sustain him after completing his studies.

"When I am done with this bachelors, I don't think I will be looking for employment out there because this is already there for me. It is like a start-up and it is going to continue because it is enlarging every day. A customer comes today and brings more customers tomorrow. It is a very good business to venture in and yet it requires little capital, even at shs20,000 one can start it," he said.

The Black soldier fly premix is a supplement to animal feeds and poultry birds and it contains proteins which enable the animals and birds to grow very fast.

He explained that the only challenge he is facing is space since the business is expanding and it needs more space to set up big structures for it.

Mutyaba said the initial stage of the project is getting eggs and the pallets. So the Queens lay the eggs in between the pallets which they collect and mix with decomposing materials.

"At the start of the project, I bought the eggs from Kawanda research centre and after that we never bought any eggs anymore, our life cycle kept on producing more eggs and production continued up to now," he noted.

School of Economics students donate trees to Kiboga District



Over 120 students under the School of Economics at the College of Business and Management Sciences (CoBAMS) and the Environment for Development Project (EfD) have donated 800 umbrella tree seedlings to Kiboga District.

While handing over the tree seedlings to Kiboga District officials at the district headquarters on Thursday (September 21, 2013), Dr. John Sseruyange, the lecturer who led the students said they started this program last year and the intention is to increase Uganda's forest cover.

The participants were students of BA Economics and MA Economics who put what they study into practice as they strive for a greener Uganda.

CoBAMS, HRMAU sign MoU to train young professionals

Makerere University has signed a Memorandum of Understanding (MoU) with the Human Resource Management Association of Uganda (HRMAU) to train prospective managers and ring fence their professional conduct in the country.



The Vice Chancellor-Prof. Barnabas Nawangwe (2nd Right) shakes hands and exchanges the signed MoU with HRMAU President-Mr. Ronald Bbosa (Centre) as Principal CoBAMS-Prof. Eria Hisali (Right), Dean School of Business-Dr. Godfrey Akileng (2nd Left) and another official witness at the ceremony on 12th July 2023. The partnership will cover the areas of research and internship.

UNDP Partners with CoBAMS on consultations for human development report

The United Nations Development Programme (UNDP) partnered with the College of Business and Management Sciences (CoBAMS) to conduct consultations to inform the 2023 human development report.



Some of the participants that attended the consultations.

6.0.

Library

Institutional Capacity Strengthening

Library Resources

The CoBAMS Library acquired 366 Titles and 395 copies of textbooks purchased and delivered from the Book Bank and 26 titles & 41 copies of textbooks purchased by the College. 11 titles and 13 copies of textbooks were donated by Professor Tomson Ogwang, Department of Economics, Brock University, Ontario, Canada, through Professor Bruno Yawe (School of Economics). The College also received 2 publications received from the Ministry of Finance Planning and Economic Development – one copy of FY 2021/2022 Annual performance report (Ministry of finance, Planning and economic Development) and a copy of FY 2021/2022 Private sector development (PSD) Programme performance report (Ministry of finance, Planning and economic Development)

- 5 copies of the “Assessment of informal businesses in Uganda report” - 2022 received from Economic Policy Research Centre (EPRC).
- Received 3 titles & 4 copies donated by

Dr. Martin Bakundana (School of Business) of the ACCA Applied skills revision kit & workbook for financial management and financial reporting practice for 2023

- Received 6 PhD theses, 134 (SSP) & 103 (Business) dissertations and research reports from master's students & 364 undergraduate student dissertations
- 13 titles and 50 copies (local purchase) have been identified and forwarded for Local purchase by the Book Bank (purchased but not yet received)
- 798 records and 577 items entered into the integrated Library System (Virtua) and are visible in the Online Public Access Catalogue (OPAC), <http://www.makula.mak.ac.ug:8080/search/query?theme=maklib1> and can be borrowed from the College Library.
- **Subscriptions:** The CoBAMS Library has continued to subscribe to The Economist & Harvard Business Review magazines – both the print & electronic versions.

Electronic Library Resources and Databases:

The Makerere University Library has a range of resources containing electronic books and journals. Staff and students can access these resources both on and off campus after

registering using their university email addresses. Also, when on campus and using university internet, the resources can be accessed freely. Examples of Databases include, but are not limited to, Jstor, Emerald, Ebscohost, Springer, Taylor and Francis, and John Wiley, IMF Elibrary, World Bank Open knowledge repository. The library's website <https://mulib.mak.ac.ug/> is the main gateway to all databases.

It is also important to note that lists of recommended databases from the 3 Schools at the College of Business and Management Sciences (CoBAMS) were forwarded to the Makerere University Librarian for consideration in the 2024 subscriptions.

MYLOFT Library APP – There has been a rise in the number of staff and students that have registered to use the MYLOFT library application to access online resources. MYLOFT in full is 'My Library On Fingertips' <https://app.myloft.xyz/>. The app is used to access, download, organize and share digital content and e-resources subscribed to by the Library. MYLOFT has enabled users to access all library databases remotely from one interface. It is very convenient and easy to use, more staff and students are encouraged to create accounts and be able to access the library resources on-campus and off-campus.

Institutional repositories: The library supports students and staff in self-archiving, uploading their research reports and dissertations into the university institutional repositories both graduate and undergraduate. The Makerere University Institutional Repository (MAKIR) <http://makir.mak.ac.ug/> as of 8th December 2023, has 1,917 submissions (CoBAMS community) and the undergraduate repository (MAKUD) database <http://dissertations.mak.ac.ug/> has 2,318 submissions under the CoBAMS community.

Information Literacy Training

- The college library has conducted trainings on how to access and use library e-resources and databases, referencing and citation management and tools. These trainings were conducted by the college librarian, library staff and supported by the E-resources librarian Ms Caroline Kobusingye and the Training team in the main library. A total of 764 undergraduate students, 104 masters students, 18 PhD Students, 12 Staff were trained.

- **Referencing and citation software:** The library acquired the latest version of the referencing and citation software – Endnote 21, this can be installed from the College library.
- **Library Orientation and tour for 1st year students:** Library staff participated in the orientation of first year students for undergraduate and graduate students (August 2023). Presentations on the library services and resources available to support the students were made and a tour of the college library and main Library were done to familiarize the students with the library services, resources and spaces.
- **Document delivery services** – The CoBAMS Library has realized an increase in requests for e-books, journal articles, book chapters and other documents in 2023. Students use the library email cobamslibrary@gmail.com to requests for documents. A total of 953 files/documents were sent via email between January – 8th December 2023.

HR capacity strengthening

CoBAMS Library staff has participated in the following trainings:

1. Professional Librarians Refresher Training in (16th – 23rd May 2023)
2. CARTA Academic, Professional and Administrative Staff (APAS) workshop (17th – 21st July 2023)
3. Consortium of Uganda University Libraries (CUUL) webinar and Seminar (6th June & 16th-17th November 2023)
4. My Library on Finger Tips (MYLOFT) admin and user monthly Trainings

The background of the entire page is a collage of financial data. At the top, there are several vertical bars in red and green, resembling a bar chart. Below these, there are various line graphs and candlestick charts in shades of blue, green, and orange. The bottom of the page features a large, stylized bar chart with red and green bars of varying heights. The overall theme is financial analysis and data visualization.

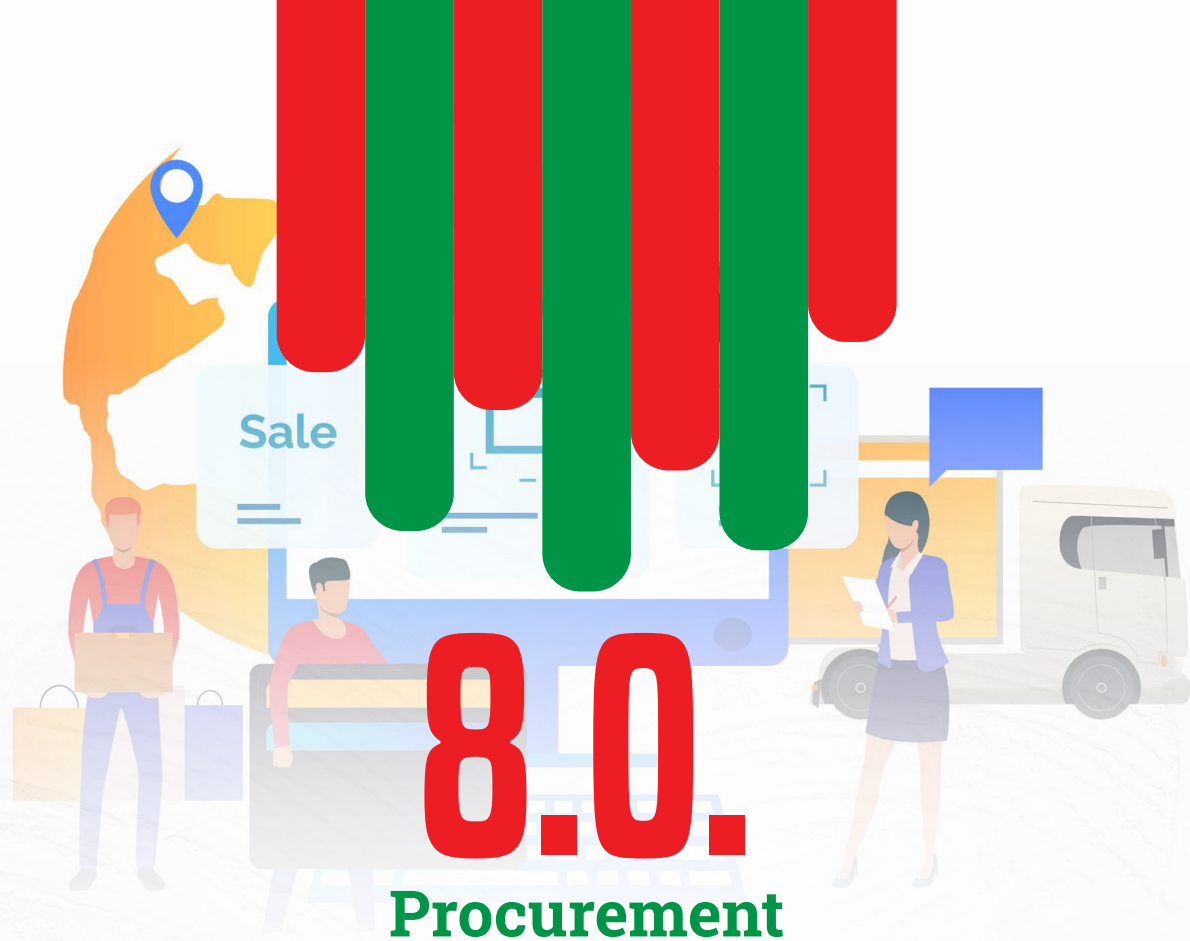
7.0.

Financial Report

The College still depends entirely on subventions from the Center to support its strategic initiatives and operations. This has implications for a number of activities that the College can undertake including research, teaching and learning materials as well as community engagement.

	Details	BUDGET	Qrt 1 2023 Exp	Qrt 2 2023 Exp	Qrt 3 2023 Exp	Qrt 4 2023 Exp	Total Exp	Balance
1	Allowances for teaching and Contract staff	2,273,925,853	107,599,025	686,729,433	788,718,708	690,873,933	2,273,921,099	4,754
2	Incapacity, death and funeral expenses	6,000,000	300,000	200,000	300,000	5,200,000	6,000,000	-
3	Advertising and Public relations	16,965,000	2,200,000	2,100,000	-	12,665,000	16,965,000	-
4	Research Expenses and Training	427,000,000	47,823,048	11,8174,642	87,725,736	17,3266,402	426,989,828	10,172
5	Books, periodicals, Library and News Papers	33,949,996	1,968,000	1,472,000	2,592,000	27,917,803	33,949,803	193
6	Computer Supplies and IT	113,850,000	7,980,000	3,600,000	40,098,000	62,171,980	113,849,980	20
7	Welfare & entertainment	69,400,000	10,780,000	23,201,560	8,261,000	27,152,920	69,395,480	4,520
8	Printing, stationary Photo copying & binding	87,070,000	1,800,840	4,720,000	8,724,300	71,823,000	87,068,140	1,860
9	Investment - Endowmwnt Fund	12,664,000	-	-	-	12,664,000	12,664,000	-
10	Telecommunications	28,400,004	7,000,000	7,200,000	7,100,000	7,100,004	28,400,004	-
11	Postage and courier	3,600,000	-	-	-	3,600,000	3,600,000	-

	Details	BUDGET	Qrt 1 2023 Exp	Qrt 2 2023 Exp	Qrt 3 2023 Exp	Qrt 4 2023 Exp	Total Exp	Balance
12	Property Mangement, Cleaning and Sanitation	86,400,000	14,233,500	26,391,000	45,737,500	38,000	86,400,000	-
13	Guard and security services	15,000,000	900,000	2,700,000	3,600,000	7,767,984	14,967,984	32,016
14	Educational Materials and Services	785,900,000	149,409,693	93,670,847	317,988,805	224,823,606	785,892,951	7,049
15	Insurance & Licences	57,000,000	1,070,000	-	8,956,578	46,158,485	56,185,063	814,937
16	Travel inland	7,000,000	-	450,000	500,000	6,050,000	7,000,000	-
17	Fuel oil and Lubricants	43,080,000	10,500,000	11,040,000	11,770,000	9,770,000	43,080,000	-
18	Maintenance Civil	60,000,000	-	6,500,000	34,139,500	19,360,500	60,000,000	-
19	Maintenance Transport Equipment	60,000,000	8,604,308	7,534,982	10,764,900	33,095,453	59,999,643	357
20	Maintenance machinery - Equip-Furniture	41,000,000	-	5,466,512	35,314,000	219,450	40,999,962	38
21	Maintenance - Other Assets	7,000,000	-	1,010,000	700,000	5,280,000	6,990,000	10,000
	TOTAL	4,235,204,853	372,168,414	1,002,160,976	1,412,991,027	1,446,998,520	4,234,318,937	885,916



SUMMARY OF ITEMS BOUGHT IN THE FINACIAL YEAR 2022/2023

STATIONERY	
Stationery for exams, Schools, administration and PIM CoE Project stationery.	UGX. 521,435,100
ICT CONSUMABLES	
Toner for exams and for administrative activities.	UGX. 227,356,000
CLEANING MATERIALS	
Cleaning materials for all Schools.	UGX. 80,962,000
COLLEGE BRANDED MATERIALS	
College Branded Items including Calendars, Diaries Pull up Banners etc	UGX. 31,745,040
ICT EQUIPMENT	

This included 2 Desktop computers Heavy Duty Printer 3 Laptops for PIM CoE 2 Network Switches 3 Projectors 8 Multi-Functional Printers Networking Accessories Windows 11 Licenses UPS Batteries, Camera Switch, Hard drives, Mouse, Extension cables other small ICT Equipment.	UGX. 243,332,960
ADVERTISEMENT	
Newspapers	UGX. 10,400,000
ELECTRICAL MATERIALS	
	UGX. 22,553,000
REPAIR AND SERVICING OF PHOTOCOPYING MACHINES AND PRINTERS	
	UGX. 20,864,100
REPAIR AND SERVICING OF COLLEGE VEHICLES	
UAA 754F UAA 594F UAA331F UAA 587F	UGX. 130,580,300
TYRES FOR COLLEGE VEHICLES	
UAA 754F UAA 594F UAA331F UAA 587F	UGX. 26,763,681
INSURANCE OF COLLEGE VEHICLES	
Renewal of Motor Comprehensive Insurance and Simba Policy	UGX. 7,900,318
SERVICING OF GENERATORS	
Generators for School of Statistics and Economics	UGX. 6,590,537
REPAIR AND SERVICING OF PASSENGER LIFTS	
	UGX. 13,198,000
SERVICING OF INTERCOM COMMUNICATION SYSTEMS	
	UGX. 3,550,000



9.1 Staff That Obtained New Academic Qualifications

	NAME	GENDER	RANK	DEPARTMENT	QUALIFICATION ACQUIRED	UNIVERSITY
1.	Byaruhanga Moses Godfrey	M	Assistant Lecturer	Accounting and Finance	Doctor of Philosophy in Human Rights Protection,	University of the Western Cape
2.	Kabagenyi Dorothy	F	Assistant Lecturer	Marketing and Management	Doctor of Philosophy in Logistics (Supply Chain)	Nelson Mandela University
3.	Mbidde Henry	M	Assistant Lecturer	Marketing and Management	Doctor of Philosophy in Business Administration,	Walden University, Minneapolis
4.	Fuller Francis Bbosa	M	Assistant Lecturer	Planning and Applied Statistics	Doctor of Philosophy in Information Systems	Makerere University
5	Babyenda Peter	M	Assistant Lecturer	Policy and Development Economics	Doctor of Philosophy in Economics	University of Nairobi

9.2 Staff Promoted

NO.	NAME	GENDER	RANK PROMOTED TO	DEPARTMENT
1.	Dr. Faisal Buyinza	M	Associate Professor	Economic Theory and Analysis
2.	Dr. Wokadala James	M	Associate Professor	Planning and Applied Statistics
3.	Dr. Nicholas Kilimani	M	Senior Lecturer	Policy and Development Economics
4.	Dr. Mukisa Ibrahim	M	Senior Lecturer	Economic Theory and Analysis
5.	Dr. Lwanga Charles	M	Senior Lecturer	Population Studies
6.	Dr. John Bosco Asimwe	M	Senior Lecturer	Planning and Applied Statistics
7.	Dr. Allen Kabagenyi	F	Senior Lecturer	Population Studies
8.	Dr. Wandera Odhiambo	M	Senior Lecturer	Population Studies
9.	Dr. Nzibonera Eric	M	Senior Lecturer	Accounting and Finance
10.	Dr. Jude Thaddeo Mugarura	M	Senior Lecturer	Marketing and Management
11.	Dr. Wanyama Bwadene Seperia	M	Senior Lecturer	Marketing and Management
12.	Dr. Alioni Christopher	M	Lecturer	Marketing and Management
13.	Dr. Nankinga Olivia	F	Lecturer	Population Studies
14.	Dr. Kasimu Ssendawula	M	Lecturer	Marketing and Management
15.	Dr. Wamono Felix	M	Lecturer	Statistical Methods and Actuarial Scs
16.	Dr. Kimbugwe Hassan	M	Lecturer	Accounting and Finance
17.	Dr. Muganga Christopher	M	Lecturer	Marketing and Management

9.3 Members Who Were Appointed On Contract

a) New Academic Appointments to the University Service

NO.	NAME	GENDER	RANK	DEPARTMENT	CONTRACT PERIOD	EFFECTIVE DATES	
						FROM	TO
1.	Mutungi Gilbert	F	Assistant Lecturer	Statistical Methods and Actuarial Scs	4 years	1/08/23	31/07/27
2.	Nankindu Sulainah	F	Assistant Lecturer	Economic Theory and Analysis	4 years	2/10/23	1/10/27

b) ORDINARY CONTRACTS

	NAME	GENDER	POSITION	DEPARTMENT	Appointing authority	Contract Period	Effective Dates	
							From	To
1.	Shaheen Memon	F	Assistant Lecturer	Statistical Methods and Actuarial Scs	DHR	2 years	1/09/23	31/08/25
2.	Ashaba Claire	F	Assistant Lecturer	Planning and Applied Statistics	DHR	3 years	4/12/23	4/12/26
3	Afazali Zabibu	F	Assistant Lecturer	Statistical Methods and Actuarial Scs	DHR	3 years	31/11/23	31/11/26

c) STAFF ON SHORT TERM CONTRACTS

	NAME	GENDER	POSITION	DEPARTMENT	PERIOD	EFFECTIVE DATES	
						From	To
	Mustapha Nsubuga	M	Cleaner	Principal office	1 year	1-Jul-23	30-June 24
	Esther Khaitisa	F	Cleaner	Principal office	1 year	1-Jul-23	30-June 24
	Rahab Omwicha	M	Sanitary Cleaner	Principal office	1 year	1-Jul-23	30-June 24
	Florence Beinomuisha	F	Sanitary Cleaner	Principal office	1 year	1-Jul-23	30-June 24
	Lugonvu Edwin	M	Administrative Assistant	Registrar's office	1 year	1-Jul-23	30-June 24
	Kisitu David	M	Systems Administrator	Principal's Office	1 year	1-Jul-23	30-June 24
	Tumusiime Catherine	F	Systems Administrator	Principal's Office	1 year	1-Jul-23	30-June 24
	Wamukota Solomon Wamotso	M	Systems Administrator	Principal's Office	1 year	1-Jul-23	30-June 24
	Namirembe Racheal	F	Project Administrator	Principal's Office	1 year	1-Jul-23	30-June 24
	Ntege Ronald	M	Cleaner	Principal's Office	1 year	1-Jul-23	30-June 24
	Sebyala Isma	M	Cleaner	Principal's Office	1 year	1-Jul-23	30-June 24
	Ainembabazi Hellen	F	Cleaner	Principal's Office	1 year	1-Jul-23	30-June 24
	Nvule Richard	M	Driver	Principal's Office	1 year	1-Jul-23	30-June 24
	Edeet James	M	Security Guard	Principal's Office	1 year	1-Jul-23	30-June 24
	Ssemugenyi Ivan	M	Receptionist	Principal's Office	1 year	1-Jul-23	30-June 24
	Katongole Charles	M	Assistant Accountant	Principal's Office	1 year	1-Jul-23	30-June 24
	Namuleme Olivia	F	Records Clerk	Principal's Office	1 year	1-Jul-23	30-June 24
	Nayiga Immaculate	M	Administrative Assistant	Registrar's office	1 year	1-Jul-23	30-June 24
	Butamanya Stella	F	Administrative Assistant	Registrar's office	1 year	1-Jul-23	30-June 24
	Kato Samuel	M	Machine Operator	Principal office	1 year	1-Jul-23	30-June 24
	Nambooze Allen	F	Administrative Assistant-	REC Office	1 year	1/10/23	30/9/2024
	Nalule Harriet	F	Office Attendant	Principal office	1 year	1-Jul-23	30-June 24
	Anguria Stephen	m	Security Guard	School of Statistics	1 year	1-Jul-23	30-June 24
	Janetty Erumbi	F	Cleaner	Principal's Office	1 year	1-Jul-23	30-June 24
	Mukooli Emmanuel	M	Security Guard	Principal's Office	1 year	1-Jul-23	30-June 24
	Musoke Paul	M	Security Guard	Principal's Office	7months:	1/12/23 -	30/6/2024
	Agong Emmanuel	M	Security Guard	Principal's Office	1 year	1-Jul-23	30-June 24

d) SPECIAL APPOINTMENTS

	NAME	GENDER	RANK	DEPARTMENT	POSITION(S) APPOINTED TO	PERIOD	EFFECTIVE DATE
1.	Prof. Dmitry Pozhidaev	M	Visiting Professor	Accounting and Finance	Visiting Professor	3/04/23	2/04/2024

e) **PART TIME APPOINTMENTS FOR ACADEMIC YEAR 2022/2023**

NO	NAME	GENDER	DEPARTMENT	PROGRAMS BEING TAUGHT
1	John Ddumba-Ssentamu	M	Economic Theory and Analysis	PhD in Economics, Master of Arts in Economic Policy and Management, Master of Business Administration, Master of Public Infrastructure Management
2	Grace Ssekakubo	M	Economic Theory and Analysis	Computer Skills for Economists (ECO 2104), Computing for Economists (ECO 1204)
3	Muhumuza Fred	M	Policy and Development Economics	Public Policy Development Analysis (DEC 3107), Rural Finance (DEC 3202).
4	Turnwebaze Henry	M	Policy and Development Economics	History of Economic Thought (DEC 3106), Principles of Development Economics (ECO 1201-BECON, BASS, BSQE/BA/BSC Educ, BSC, BPS, BSAS)
5	Turyasingura Israel	M	Planning and Applied Statistics / Department of Accounting and Finance	Bachelor of Science in Business Statistics (BBS3110: Principles of Financial Management; BBS1203: Entrepreneurship Principles; BBS3203: Auditing practices & procedures; BBS2204: Fundamentals of Human Resource Management) Corporate Finance, Global financial systems and markets, Local Government Financial Management (on BBA AND BCOM)
6	Bainamazima Bosco	M	Planning and Applied Statistics	Bachelor of Science in Business Statistics (BBS3101: Management Accounting; BBS3111: Cost Accounting; BBS3204: Fundamentals of Public Sector Financial Management & Accounting); Bachelor of Science in Actuarial Sciences (SAS2201: Accounting II)
7	Mufta Fredrick	M	Marketing and Management	Global Sourcing and International Marketing
8	Ntambi Rogers	M	Marketing and Management	Computer Skills for Economists (ECO 2104), Computing for Economists (ECO 1204)
9	Lugemwa Michael Mayanja	M	Accounting and Finance	Financial Accounting and Financial Reporting (on MBA)
10	Magara Stephen	M	Accounting and Finance	Financial Derivatives , Commercial investment and Banking (on MBA)
11	Ashaba Ahebwa Edson Serve	M	Accounting and Finance	Corporate Finance (on MBA)
12	Grace Fravia Lamuno	F	Accounting and Finance	Business Law (BBA and BCOM)
13	Edbert Oyesiga	M	Accounting and Finance	Audit and Assurance, Audit Theory (BCOM and MBA)
14	Bashir Mutebi	M	Accounting and Finance	Information Technology
15	Richard Mary Kabanda	M	Accounting and Finance	Corporate Finance (BBA and BCOM)
16	Ayesigye Justus	M	Planning and Applied Statistics	Bachelor of Science in Business Statistics (BBS2205: Credit Risk Models)
17	Scovia Ayebare Byarugaba	F	Accounting and Finance	Investment and Portfolio Management, Local Government Financial Management (BCOM and BBA)

NO	NAME	GENDER	DEPARTMENT	PROGRAMS BEING TAUGHT
18	Nyansio Kimbowa	M	Accounting and Finance	Corporate Finance Theory (on MSC Accounting and Finance)
19	Nansubuga Mariam	F	Accounting and Finance	Derivatives and Risk Management (MSC Investment and Risk Management)
20	Namulira Phionah	F	Planning and Applied Statistics	BQE (BQE3203 Elements of Development Planning; Development Economics, Planning & Policy); BStat/ BSc (BQE3203 Elements of Development Planning; BQE3105: Development Economics, Planning & Policy I); Master of Science in Quantitative Economics (MQE7304 Economic Planning; MQE7205: Poverty & Income Distribution; MQE7207: Economics of Rural Development); Master of Statistics (STA7209: Development planning I)
21	Muzinya Quilino	M	Planning and Applied Statistics	BStat/BQE/SAS/BBS/BSC (SAS1202: Accounting I); BBS (BBS3207: Principles of Taxation; BBS3208: Fundamentals of Marketing)
22	Sebunya Linah	F	Statistical Methods and Actuarial Sciences	SAS3204: Financial Economics
23	Sebuufu Musa		Statistical Methods and Actuarial Sciences	SAS2102: Life Contingencies I SAS3109: Life Contingencies III
24	Eyamu Samuel		Marketing and Management	MBA: Human Resources Information Systems MBA: Contemporary Work Issues and Employment Relations
25	Kibedi Henry		Marketing and Management	MBA: Human Resources Information Systems MBA: Contemporary Work Issues and Employment Relations
26	Henry Iga Matovu		Accounting and Finance	MBA: Financial Management
27	Kalangwa Peter		Accounting and Finance	MRM: Financial Systems, Markets and Instruments

STAFF TRANSFERS 2023

NO.	NAME	GENDER	POSITION	FROM	TO
1	Ngabirano Esther	F	Administrative Assistant	School of Statistics	Senate
2	Khabuya Annet Lubuya	F	Administrative Assistant	Academic Registry, Senate	School of Statistics
3	Auma Ann	F	Senior Administrative Assistant	College of Computing	School of Economics
4	Mirembe Juliet	F	Administrative Assistant	Directorate of Graduate Studies	School of Business
5	Ikomo David	M	College Procurement	College of Engineering Design, Art and Technology	College of Business and Management Sciences

9.4 Staff On PhD Study Programs

NO.	NAME	GENDER	RANK	DEPARTMENT	PROGRAM	UNIVERSITY/ INSTITUTION	SPONSOR	START DATE	END DATE	COMMENT
1	Mugisha Michael Buteera	M	Assistant Lecturer	Population Studies	PhD	University of Cape Town	Common Wealth Scholarship Commission UK	01-Sept-23	30-Sept-25	On Study Leave
2	Sansa Agnes	F	Assistant Lecturer	Marketing & Management	PhD	University of Nairobi-Kenya	SELF	1-Jan-22	1-Dec-25	Not On Study Leave
3	Grace Musiime Mugenzi	M	Assistant Lecturer	Accounting and Finance	PhD	University of Nairobi-Kenya	RUFORUM & University of Nairobi	1-Nov-21	31-Oct-24	On Study Leave
4	Zaina Nakabuye	F	Assistant Lecturer	Marketing & Management	PhD	FH Munster University of Applied Sciences, Germany	Mak-TFW	18-Sep-19	19-Sep-23	Reported on duty
5	Diana L.K.Ssekiboobo	F	Assistant Lecturer	Accounting and Finance	PhD	Mak. University	Mak-TFW	14-Apr-21	15-Apr-24	To graduate Feb 2024
6	Kabbera Samuel	M	Assistant Lecturer	Marketing & Management	PhD	Mak. University	Mak-TFW	11-Oct-22	21-Oct-24	Not on study leave
7	Mpirirwe Ruth	F	Assistant Lecturer	Statistics & Actuarial Science	PhD	Mak. University	Mak-BSSR Project	12-Sep-19	23-Jul-23	Not on study leave
8	Mukoki James	M	Assistant Lecturer	Planning & applied statistics	Research Fellowship	University of Michigan, USA	Mak-TFW	6th Jan -23	31-May -23	study leave ended
9	Musoke Edward	M	Assistant Lecturer	Planning & applied statistics	PHD	Mak. University	Mak-TFW	4-Aug-18	31-Jul-21	Progressing
10	Nakimu Rose Kibuuka	F	Assistant Lecturer	Economic Theory & Analysis	PhD	Mak. University	Mak-TFW	12-Aug-17	31-July-21	Not on study leave
11	Nantale Hanifah	F	Assistant Lecturer	Marketing & Management	PhD	Mak. University	Mak-TFW	11-Oct-21	12-Oct-24	Not on study leave
12	Nanyanzi Marion	F	Assistant Lecturer	Marketing & Management	PhD	Mak. University	Mak-TFW	11-Oct-21	12-Oct-24	Not on study leave
13	Semwanga Jordan Paul	M	Assistant Lecturer	Policy & Devt Economics	PhD.	Mak. University	Mak-TFW	4-Aug-18	31-Jul-21	Not on study leave

NO.	NAME	GENDER	RANK	DEPARTMENT	PROGRAM	UNIVERSITY/ INSTITUTION	SPONSOR	START DATE	END DATE	COMMENT
14	Shaheen M. Z.Memon	F	Assistant Lecturer	Statistics & Actuarial Science	PhD	University of Rwanda	University of Rwanda	1-Jun-20	1-Jun-23	Not on study leave
15	Tumuhirwe Betty Tuhaise	M	Assistant Lecturer	Accounting & Finance	PhD	Mak. University	Mak-TFW	2019/2020	2023/2024	Not on study leave
16	Ssajjabbi Vincent	M	Assistant Lecturer	Economic Theory and Analysis	PhD	Mak. University	Mak-TFW	2017/2018	2022/2023	Not on study leave
17	Twongirwe Caroline	F	Assistant Lecturer	Accounting and Finance	PhD	Chosen University and Hanyang University	Hanyang University	1- Sept- 22	31-Aug -23	Reported back
18	Ashaba Claire	F	Assistant Lecturer	Planning and Applied Statistics	PhD	Mak. University	Mak-TFW	2021/2022	2023/2024	Not on study leave
19	Ssemuyaga Emmanuel	M	Assistant Lecturer	Economic Theory and Analysis	PhD	Mak. University	Mak-TFW	2021/2022	2023/2024	Not on study leave
20	Sekatawa Issah	M	Assistant Lecturer	Economic Theory and Analysis	PhD	Mak. University	Mak-TFW	2021/2022	2023/2024	Not on study leave
21	Stephen Ojiambo Wandera	M	Lecturer	Population Studies	Post-doc. Fellowship	Moi University, Eldoret Kenya	Consortium for Advanced Research Training in Africa	1-Sept-22	31-Aug-23	Reported back
22	Nambi Hellen Mwasa	F	Assistant Lecturer	Accounting and finance	PhD	University of Nairobi		18-Jul-22	18-Jul-26	Not on Study Leave
23	Andabati Candia Douglas	M	Assistant Lecturer	Planning and Applied Statistics	PhD	University of Nairobi	University of Nairobi	01-Aug-19	01-Aug-20	Not on Study Leave
24	Kakaire Grace	M	Assistant Lecturer	Statistical Methods & Actuarial Science	Training in Biostatistics	Moi University, Eldoret, Kenya	German Academic Exchange Service (DAAD)	01-Sept-23	31-Aug-24	Study Leave

9.5 Members Who Left Service

NO.	NAME	GENDER	POSITION	DEPARTMENT	COMMENT
1	Kobusinge Margaret	F	Cleaner	Principal's Office	Retired
2	Nanfuka Sarah	F	Cleaner	Principal's Office	Retired
3	Mwanga Yeko Alifas	M	Lecturer	Statistical Methods	Retired
4	Mwijjage Sawiya	F	Cleaner	Principal's Office	Retired
5	Mango Lonvisa Natocho	F	Administrative Assistant	School of Business	Contract not renewed
6	Mugalula David	M	Security Guard	Principal's Office	Contract not renewed
7	Ssengooba Charles	M	Security Guard	Principal's Office	Contract not renewed
8	Ngobi Godfrey	M	Security Guard	Principal's Office	Contract not renewed
9	Nanyanzi Sawuya	F	Cleaner	Principal's Office	Contract not renewed

9.6 Staff Confirmed in Service

NO	NAME	GENDER	POSITION	DEPARTMENT
1	Nagawa Vivian	F	Assistant Lecturer	Economic Theory and Analysis
2	Ssempala Richard	M	Assistant Lecturer	Economic Theory and Analysis
3	Namugenyi Christabellah	F	Assistant Lecturer	Planning and Applied Statistics
4	Kasalirwe Fred	M	Assistant Lecturer	Policy and Development Economics
5	Luke Muhwezi	M	Assistant Lecturer	Marketing and Management

9.7 Staff Development Programs

FOR ACADEMIC AND NON-ACADEMIC STAFF UNDERTAKEN (FUNDED BY THE COLLEGE)

NO.	TOPIC	TRAINING BODY	CATEGORY OF MEMBERS TRAINED	DATES	OUTPUT/OUTCOME
1	French Classes of level A1 for 120 hours for two groups	Alliance Francaise de Kampala	Academic and Non Academic Staff	31st July, 2023	On going
2	Professional Development for Women; Addressing Gender Equity at Makerere University	Higher Education Resources Services, East Africa	Academic Female Staff	July 3rd -7th 2023	Training completed
3	Sensitization of support staff of CoBAMS on organization behavior at work place	Staff Development, Welfare and Retirement Benefits Division, Makerere University	Support Staff	22nd June, 2023	Training completed

9.8 Heads of Academic /Administrative Units

NO.	NAME	GENDER	POSITION	SCHOOL/DEPARTMENT/ UNIT	EFFECTIVE DATES	
					FROM	TO
1.	Assoc. Prof. Hisali Eria	M	Principal	CoBAMS		
2.	Assoc. Prof. Bruno Lule Yawe	M	Deputy Principal	CoBAMS	16-Mar-20	15-Mar-24
3.	Assoc. Prof. Ibrahim Mike Okumu	M	Dean	School of Economics	1-April-23	31-Mar-27
4.	Assoc. Prof. Akileng Godfrey	M	Dean	School of Business	7-May-23	6-May-27
5.	Assoc. Prof. James Wokadala	M	Dean	School of Statistics and Planning	7-May-23	6-May-27
6.	Dr. Joweria Teera Mayanja	F	Head	Economic Theory and Analysis	1-May-20	30-Apr-24
7.	Dr. Thomas Mwebaze	M	Head	Policy and Development Planning	7-May-19	6-August-23
	Dr. Suzan Kavuma	F	Head	Policy and Development Planning	7-August-2023	6- July-2027
8.	Assoc. Prof. Turyakira Peter	M	Ag. Head	Marketing and Management	1st Jan 2022	31st Dec 20223
9.	Dr. Eric Nzibonera	M	Head	Accounting and Finance	7-Apr-23	6-Apr-24
10.	Dr. Asimwe John Bosco	M	Head	Planning and Applied Statistics	18-Jan-19	Appointed
11.	Dr. Patricia Ndugga	F	Ag. Head	Population Studies	1 year -1st July 2023	30th June 2024
12.	Dr. Felix Wamono	M	Ag. Head	Statistical Methods and Actuarial Science	15th Sept 2023	14th March 2024
13.	Caroline Nanono Jjingo	F	Principal Registrar	College Registry	By placement	
14.	Mubiru Peter	M	College Bursar	Accounts office	By placement	
15.	Josephine Apolot Opolot	F	Principal Human Resource Officer	Human Resources Office	By placement	
16.	Ikomo David	M	Procurement Officer	Procurement Office	By placement	
17.	Sylvia Munafu	F	College Librarian	College Library	By placement	
18.	Kyakuwa Betty	F	Principal Communication Officer	Communication office	By placement	

9.9 College Establishment As Of 31st December, 2023

Department of Economic Theory and Analysis

Rank	Established Positions	Filled	Vacant	% Filled
Professor	6	2	4	33.3
Assoc. Professor	6	3	3	50
Senior Lecturer	12	4	8	33.3
Lecturer	24	2	22	12.5
Assistant Lecturer	24	10	14	41.7
TOTAL	72	21	51	29.2

The Department is understaffed. Only 21 positions are filled out of the established 72 positions, which stands at 29.2% filled as of 31st December 2023.

Department of Policy and Development Planning

Rank	Established Positions	Filled	Vacant	% filled
Professor	3	0	3	0
Assoc. Professor	3	2	1	66.7
Senior Lecturer	16	7	9	43.8
Lecturer	33	5	28	15.2
Assistant Lecturer	33	3	30	9.1
TOTAL	88	17	71	19.3

The Department is understaffed. Out of the 88 established positions, only 17 positions are filled, which is 19.3% of the established positions. There are no members at the rank of Professor.

Department of Marketing and Management

Rank	Established Positions	Filled	Vacant	% filled
Professor	8	0	8	0
Assoc. Professor	8	2	6	25
Senior Lecturer	16	3	13	18.7
Lecturer	33	8	25	24
Assistant Lecturer	33	9	24	27
TOTAL	98	22	76	22.4

The Department is understaffed. Out of the 98 established positions, only 22 positions are filled, which is 22.4% of the established positions. There are no members at the rank of Professor.

Department of Accounting and Finance

Rank	Established Positions	Filled	Vacant	% filled
Professor	7	0	7	0
Assoc. Professor	7	1	6	14.3
Senior Lecturer	14	1	13	7.1
Lecturer	29	7	22	24.1
Assistant Lecturer	29	13	16	44.8
TOTAL	86	22	63	26.7

The Department is understaffed. Out of the 86 established positions, only 22 positions are filled, which is 26.7% of the established positions. The Department does not have members at the rank of Professor and Senior Lecturer and only 1 member at the rank of Associate Professor.

Department of Planning and Applied Statistics

Rank	Established Positions	Filled	Vacant	% filled
Professor	2	0	2	0
Assoc. Professor	2	2	1	50
Senior Lecturer	4	1	3	25
Lecturer	7	2	4	42.9
Assistant Lecturer	7	9	0	100
TOTAL	22	14	8	63.6

Out of the 22 established positions, 14 are filled which is 63.6% of the established positions. The Department does not have members at the rank of Professor and 1 members at the rank of Associate Professor and at the rank of Senior Lecturer.

Department of Population Studies

Rank	Established Positions	Filled	Vacant	% filled
Professor	3	0	3	0
Assoc. Professor	3	1	2	33.3
Senior Lecturer	5	3	2	60
Lecturer	10	8	2	80
Assistant Lecturer	10	1	9	10
TOTAL	32	13	18	40.6

The Department is understaffed. Out of the 32 established positions, only 13 positions are filled, which is 40.6% of the established positions. The Department does not have members at the rank of Professor and at the rank of Senior Lecturer. One members is at the rank of Associate Professor.

Department of Statistical Methods and Actuarial Science

Rank	Established Positions	Filled	Vacant	% filled
Professor	3	0	3	0
Assoc. Professor	3	0	3	0
Senior Lecturer	5	2	3	40
Lecturer	11	4	7	36.4
Assistant Lecturer	11	8	3	72.7
TOTAL	33	14	20	42.4

The Department is understaffed. There are no members at the rank of Professor and Associate Professor. The Department stands at 30.4% filled.

OVERALL COLLEGE ESTABLISHMENT (ACADEMIC STAFF)

Rank	Established Positions	Filled	Vacant	% filled
Professor	32	2	30	6.3
Assoc. Professor	32	11	21	34.4
Senior Lecturer	72	21	51	29.2
Lecturer	147	36	111	24.5
Assistant Lecturer	147	53	94	36.1
TOTAL	430	123	307	28.6

Out of the total established positions of 430, only 123 positions are filled, which is only 28.6% of the total establishment.

9.10 Staff development (Details)

CoBAMS Management meets to discuss College's strategic direction



Members of the College Establishment and Appointments Committee and the College Administrative Board have taken off time to strategize on how to grow the college. Speaking on October 19 during the two-day retreat, the Principal, Prof. Eria Hisali, shared with the management team some of the ongoing strategic initiatives in the areas of financial sustainability, human capacity development, policy engagements and outreach, quality assurance, institutionalizing seminar series, and partnerships and networks. Infrastructure expansion, Quality assurance and systems strengthening.

The Principal said the college had established an endowment fund to support its financial sustainability efforts. He also highlighted the importance of investing in the professional development of staff members to enhance human capacity within the college. Additionally, the Principal emphasized the need for active engagement with relevant policies and stakeholders to promote the college's outreach and policy influence. Lastly, he emphasized the significance of building strong partnerships and networks with other institutions and organizations to foster collaboration and mutual growth.



Speaking on behalf of the Vice Chancellor, the Deputy Vice Chancellor, Prof. Umar Kakumba, commended the college on recent developments and ongoing initiatives in the areas of planned infrastructure expansion, financial sustainability, research, and visibility.

School of Business staff discuss strategic direction



The Principal CoBAMS-Prof. Eria Hisali (Center in tie) with the Dean School of Business-Prof. Godfrey Akileng (To his Left) and School Staff during the retreat held 26th-27th June 2023 in Bunga, Kampala.



**Professor Eria Hisali,
Principal College of Business and Management
Sciences (CoBAMS).**

Staff of the School of Business converged for a staff retreat to discuss the strategic direction of the School. The Staff led by the Dean Prof. Godfrey Akileng discussed the need to develop new Masters programs in subject areas such as procurement and human resources among others. The school also agreed to improve research output and start a school managed journal. The staff also set out to seek more international and national grants, collaborations, more school and course accreditations and more research centres. The staff retreat took place on June 26-27 in Bunga.

The Principal of the College, Prof. Eria Hisali called on the staff to individually participate in fostering the direction of the school. "The future of the strategic direction of the college and school is in our hands," he emphasised. He further communicated that, there are many problems at the strategic level that the society is facing. He encouraged the SOB to contribute solutions to those problems to push society to the next level. "The SOB should also be thinking about what is more relevant to our times."



Prof. Godfrey Akileng, Dean School of Business, CoBAMS.

He encouraged staff to undertake trainings saying, training and staff exchanges can be supported however the gaps need to be known to allocate resources efficiently. Prof. Hisali said the return of 2 semesters from 4 annually will increase the support for research funding.

The presentation on the Quality Assurance framework for the university was made by Dr. Cyprian Misinde, who communicated about the aim of the framework to provide an integrated policy system for quality assurance within all the university functions. Dr. Cyprian responded to issues of lack of staff promotions saying there has been delayed promotions, however at one-point management discussed the issue and communicated that there would be some funds availed for this purpose.

Makerere University council members visit COBAMS



The Makerere university council led by its Chair Mrs Lorna Magara on March 2, 2023 visited the college to introduce the new members of the university council and also get acquainted with the operations of the college and how CoBAMS aligns with the University's strategic goals.

The college management team, led by the Principal Prof. Eria Hisali shared with the council members what the college is doing to align its self to the Strategic Plan (2020-2030) which aims to transform Makerere into a research-led University, responding to national, regional and global development challenges, as well as contributing to global knowledge generation.

The Principal informed the council that the college gives out small grants to different researchers within the college as well as encourages others to apply for external grants. It also encourages publications and has various avenues for dissemination such as seminar series and the policy labs.

Prof. Hisali informed the meeting that the college has established an endowment fund in an effort to improve its financial position.

The council members learnt that the college had written a proposal for infrastructure development to the Ministry of Finance, Planning and Economic development. The proposal is at Development Committee level. The college is optimistic about its funding.

The council members pledged to support the college and advised the leadership to register the PIM centre of excellence as an independent organization with legal status.

School of Economics embarks on building a winning team



The Dean of the School of Economics on February 23, 2023 took off time with his staff to engage in team building activities and strategic planning for the school. Prof. Ibrahim Okumu called on his staff to visualize the kind of school they each want and do what is necessary to build it. He called for team effort in everything they do, saying teamwork divides the task and multiplies the success. He called on the staff to improve the visibility of the school through conducting seminars and also publishing both in journals and the media. He called on his team to draw strategies towards this.

Prof. Okumu also called for amicable ways of solving conflicts in case of an occurrence of the same.

Dr. Naboth Coole, the guest speaker at the retreat shared with the staff the importance of building a winning team and how to go about it. He said it is important to recognize the importance of every individual in the organization for their contribution something to the growth and development of the unit.



He said for one to build a winning team, it is important to have effective leadership and know how to solve conflict. An effective leader, he said,

is one that has the capacity to influence others through inspiration, motivation, passion and vision.

An effective leader ought to be optimistic, Dr. Coole advised. Positive attitude can set the tone and motivate individuals to be more productive, he added. People who are optimistic about not only themselves and what they're doing, but about other people, are much more likely to inspire others to be, and do their best.

The participants heard that a good leader should have the ability to make difficult decisions. The ability to make difficult decisions based on the facts and circumstances of each specific situation is a crucial quality of a great leader and effective leadership.

Prof. Bbaale hands over deanship to Prof. Okumu



Prof. Edward Bbbaale, has today January 16, 2023 handed over deanship of the School of Economics to Prof. Ibrahim Okumu Mike. This follows Prof. Bbaale's appointment as the Director of the Directorate of Research and Graduate Training. The handover was done at a ceremony witnessed by members of staff, Human Resources Manager, a representative from Internal Audit and the deputy Principal of COBAMS.

While handing over, Prof. Bbaale thanked the members of staff for the support offered to him during his tenure of 8 years. He especially thanked the Head of Departments, the internship and examination coordinators for the support rendered to him. Over the last 8 years, the school has registered several achievements which include growth in enrollment, improvement in teaching and learning, research and publications as well as building partnerships and collaborations.



MAKERERE UNIVERSITY

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